

COMPENSATION TRANSPARENCY

2,056 respondents answered this question. An "Open" compensation system was defined as one in which the respondent knows what every other partner makes or could easily find out such information. A "Partially Open" compensation system was defined as one in which the respondent did not know exactly what his or her partners made, but could discover ranges of compensation. A "Closed" compensation system was one in which the respondent knew only his or her own compensation. 61% (1,252) of the respondents indicated that they were in Open compensation systems, 13% (271) indicated that they were in Partially Open compensation systems, and 26% (533) indicated that they were in Closed compensation systems.

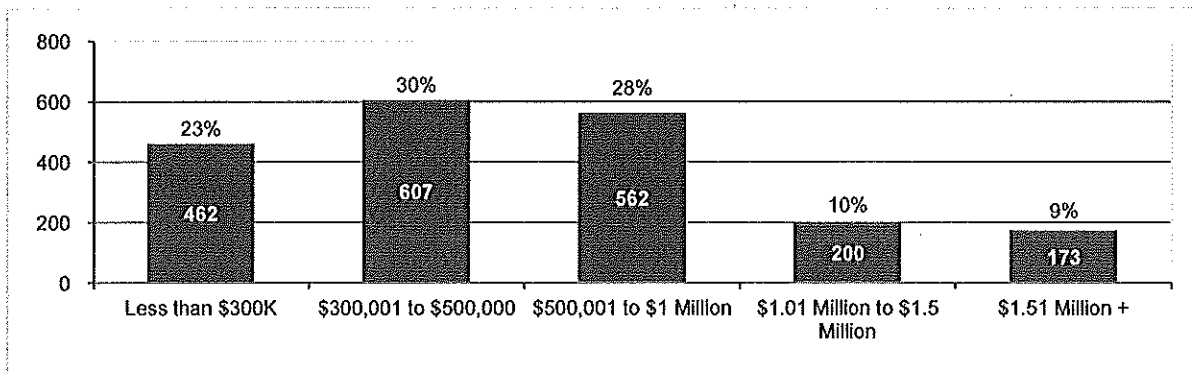
LOCKSTEP TYPE

2,016 respondents answered this question. 83% (1,671 respondents) responded that their firm's compensation was not lockstep at all. Just 2% (33 respondents) indicated that their firm's compensation was purely lockstep, and the remaining 15% (312 respondents) reported that their firm's compensation system was generally lockstep, but allowed for some variance.

TOTAL COMPENSATION

2,004 respondents answered this question. Reported compensation ranged from less than \$100,000 (2 respondents) to more than \$7.3 million (1 respondent). For purposes of this Report, respondents were grouped into the following categories:

Exhibit 7.4 – Respondents by Total Compensation

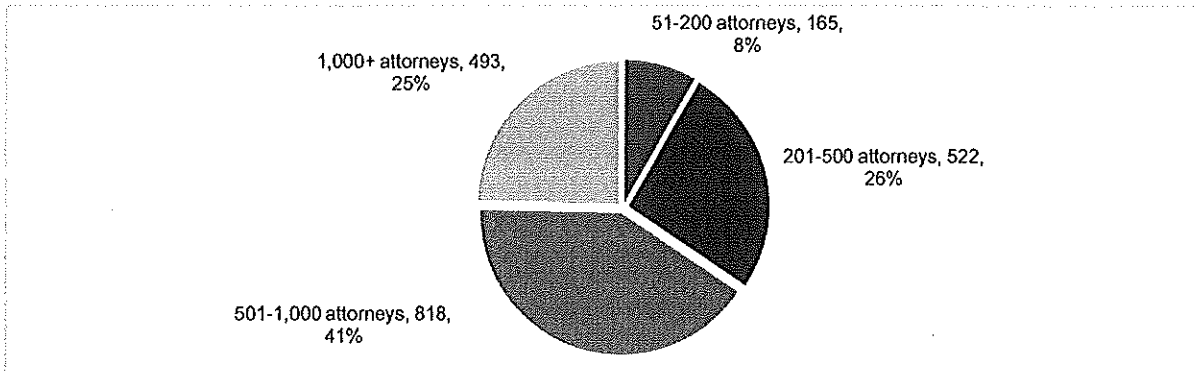


FIRM SIZE

1,998 respondents answered this question. Unlike the 2010 Survey, the 2012 Survey was targeted solely to large law firms (NLJ 350 – Global 100 – and Am Law 200-ranked). Accordingly, there were no respondents from firms smaller than 50 people.

EXHIBIT 1

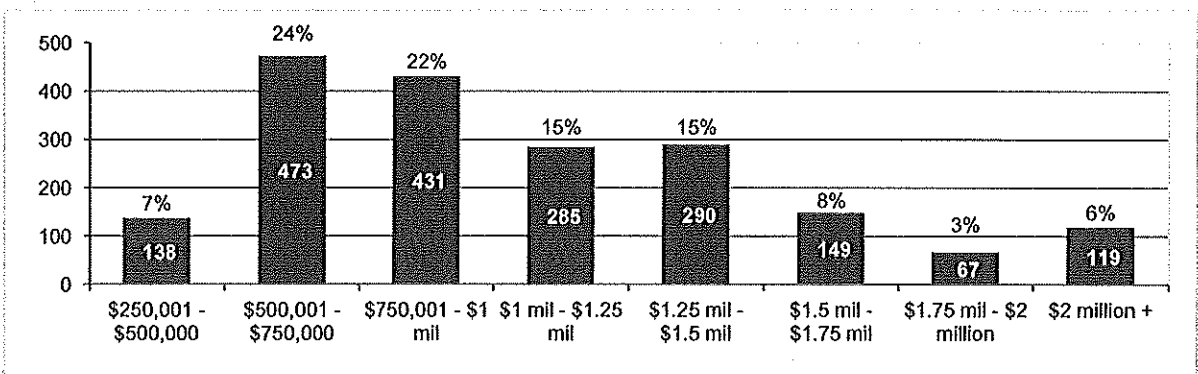
Exhibit 7.5 – Respondents by Firm Size



Firm PPP

For PPP data, ALI used the most recent data available. For Am Law firms, ALI used PPP data from the 2012 Am Law 200 rankings, and for international firms, ALI used the PPP data from 2011 Global 100 rankings.

Exhibit 7.6 – Respondents by Firm PPP



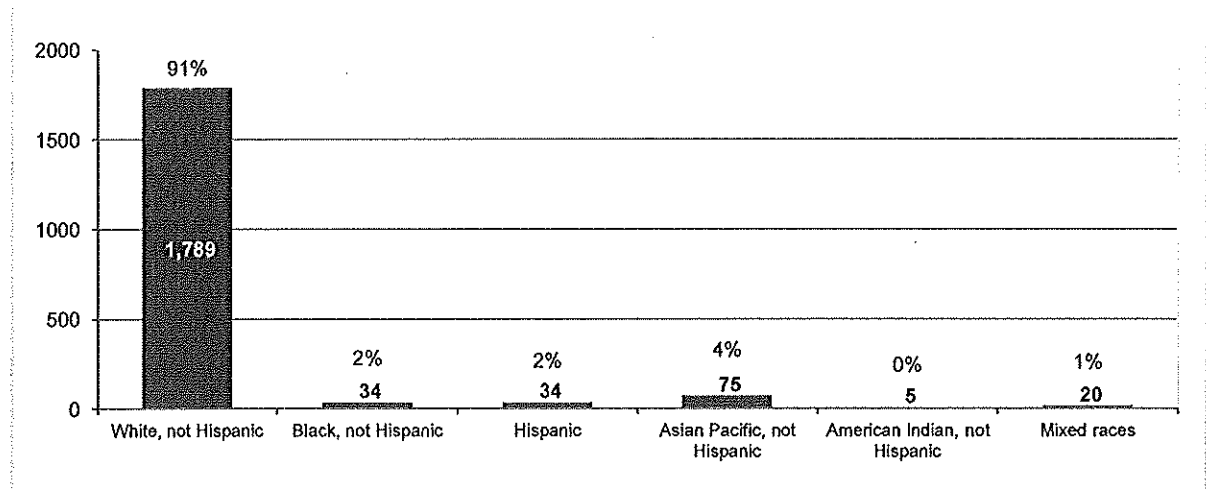
GENDER

1,981 respondents answered this question. 79% (1,566) identified themselves as male and 21% (415) identified themselves as female.

ETHNICITY

1,957 respondents answered this question. The categories used in the Survey tracked those previously used by the American Bar Association. (See Appendix XII: Questionnaire). Because of the small number of respondents from the non-White categories, it is difficult to draw any statistically meaningful conclusions from the responses. Respondents included:

Exhibit 7.7 – Respondents by Ethnicity



NOTES

Survey participants, managing partners and other members of firm management who desire a more detailed briefing on the results of the Survey and this Report may contact Jeffrey A. Lowe, Global Practice Leader, Law Firm Practice, and Managing Partner, Washington, D.C., at jlowe@mlaglobal.com or 202-628-0661. For a listing of all Major, Lindsey & Africa offices, please visit our website at www.mlaglobal.com.



APPENDICES

EXHIBIT 1

APPENDIX I—RESPONDENT PROFILE

Respondents by Year Graduated Law School

	Frequency	Percent
1950 or earlier	1	0%
1951-1960	7	0%
1961-1970	52	3%
1971-1980	333	16%
1981-1990	588	28%
1991-2000	938	45%
2001-2010	145	7%
Total	2,064	

Respondents by Partnership Tenure

	Frequency	Percent
1 to 5 years	558	27%
6 to 10 years	451	22%
11 to 20 years	572	28%
More than 20 years	482	23%
Total	2,063	

Respondents by Partnership Status

	Frequency	Percent
Equity Partner	1,275	62%
Non-equity Partner	786	38%
Total	2,061	

Respondents by Practice Area

	Frequency	Percent
Litigation	492	24%
Corporate	359	17%
IP	256	12%
Labor & Employment	139	7%
Tax & ERISA	116	6%
Real Estate	107	5%
Other	591	29%
Total	2,063	

Total Compensation for 2011

	Frequency	Percent
Less than \$300K	462	23%
\$300,001 to \$500,000	607	30%
\$500,001 to \$1 Million	562	28%
\$1.01 Million to \$1.5 Million	200	10%
\$1.51 Million +	173	9%
Total	2,004	

Respondents by City

	Frequency	Percent
New York, NY	254	12%
DC / NoVA	241	12%
Chicago, IL	192	9%
Los Angeles, CA	103	5%
Philadelphia, PA	82	4%
San Francisco, CA	81	4%
Atlanta, GA	80	4%
Boston, MA	63	3%
Houston, TX	56	3%
Silicon Valley, CA	53	3%
Dallas, TX	36	2%
Seattle, WA	34	2%
Other	783	38%
Total	2,058	

Respondents by Lateral Status

	Frequency	Percent
Laterally, as partner	930	45%
Previously an associate at firm	1,131	55%
Total	2,061	

Respondents by Compensation Transparency

	Frequency	Percent
Open	1,252	61%
Partially open	271	13%
Closed	533	26%
Total	2,056	

Respondents by Profits per Partner

	Frequency	Percent
\$250,001 - \$500,000	138	7%
\$500,001 - \$750,000	473	24%
\$750,001 - \$1 mil	431	22%
\$1 mil - \$1.25 mil	285	15%
\$1.25 mil - \$1.5 mil	290	15%
\$1.5 mil - \$1.75 mil	149	8%
\$1.75 mil - \$2 million	67	3%
\$2 million +	119	6%
Total	1,952	

EXHIBIT 1

Respondents by Lockstep Type

	Frequency	Percent
Pure lockstep	33	2%
Generally lockstep	312	15%
My firm is not lockstep at all	1,671	83%
Total	2,016	

Respondent Gender

	Frequency	Percent
Male	1,566	79%
Female	415	21%
Total	1,981	

Respondents by Firm Size

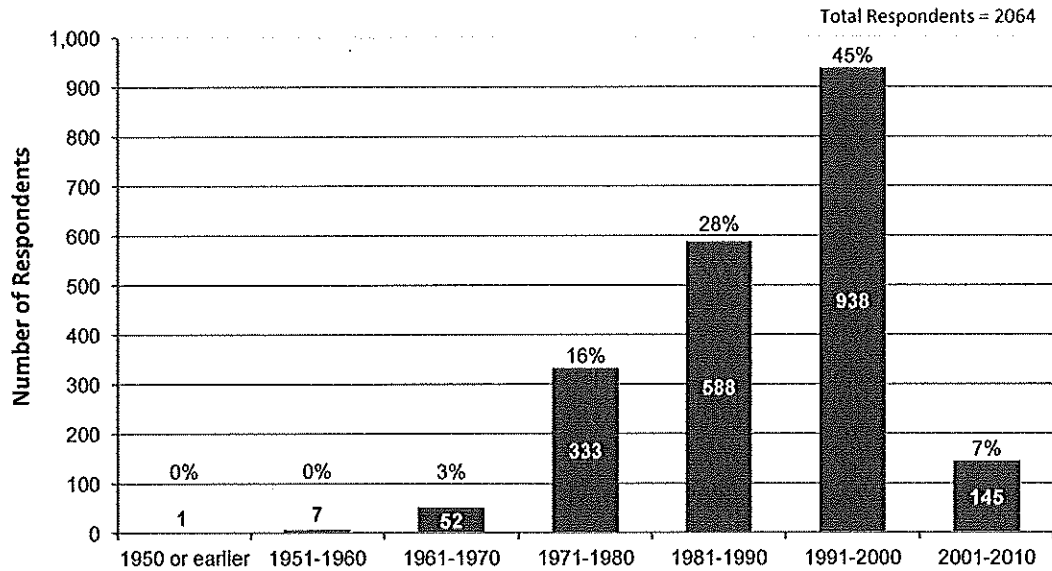
	Frequency	Percent
51-200 attorneys	165	8%
201-500 attorneys	522	26%
501-1,000 attorneys	818	41%
1,000+ attorneys	493	25%
Total	1,998	

Respondent Ethnicity

	Frequency	Percent
White, not Hispanic	1,789	91%
Black, not Hispanic	34	2%
Hispanic	34	2%
Asian Pacific, not Hispanic	75	4%
American Indian, not Hispanic	5	0%
Mixed races	20	1%
Total	1,957	

EXHIBIT 1

Respondents by Year Graduated Law School



Respondents by Partnership Tenure

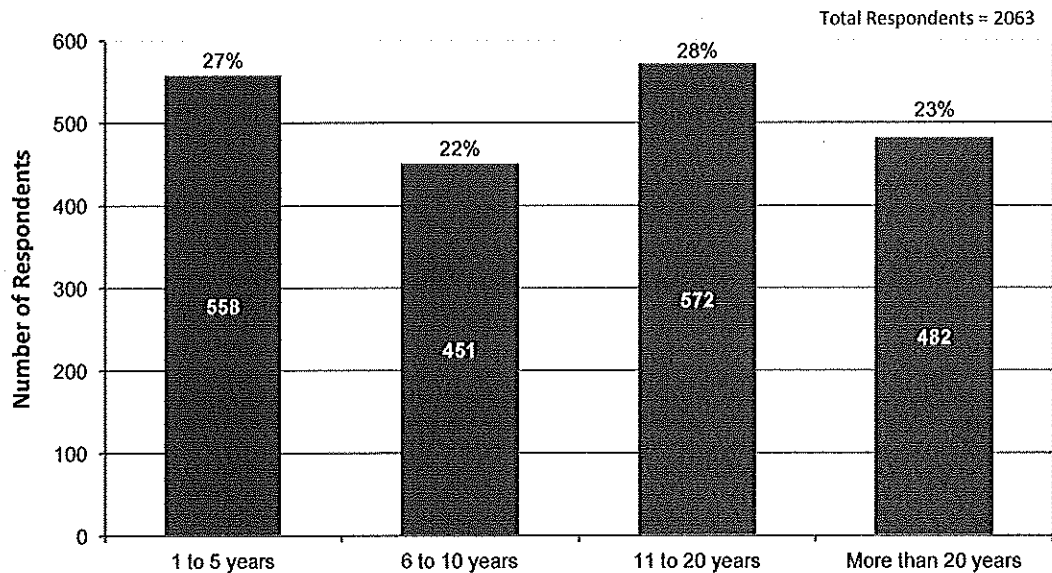
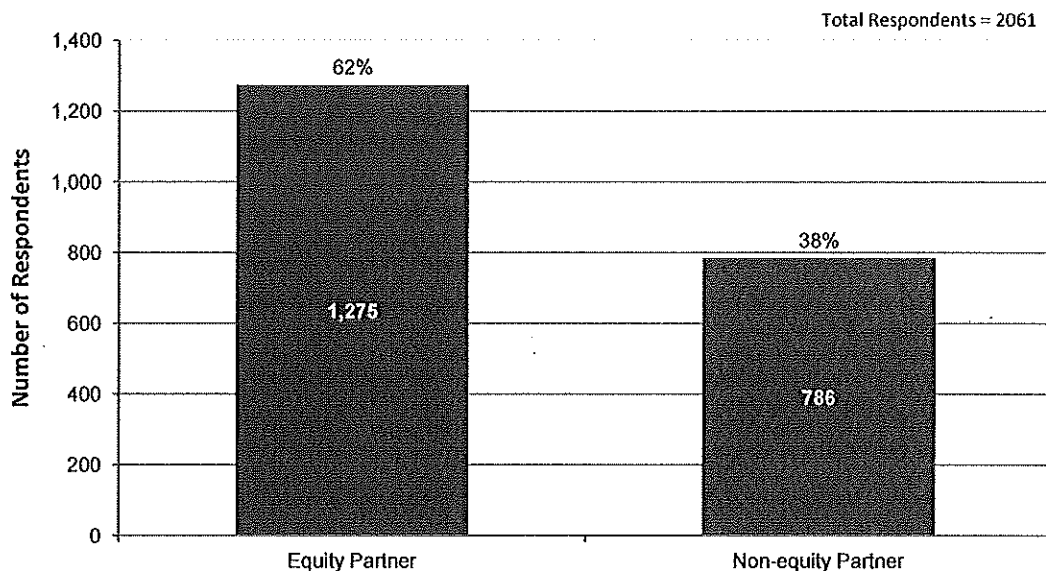


EXHIBIT 1

Respondents by Partnership Status



Respondents by Practice Area

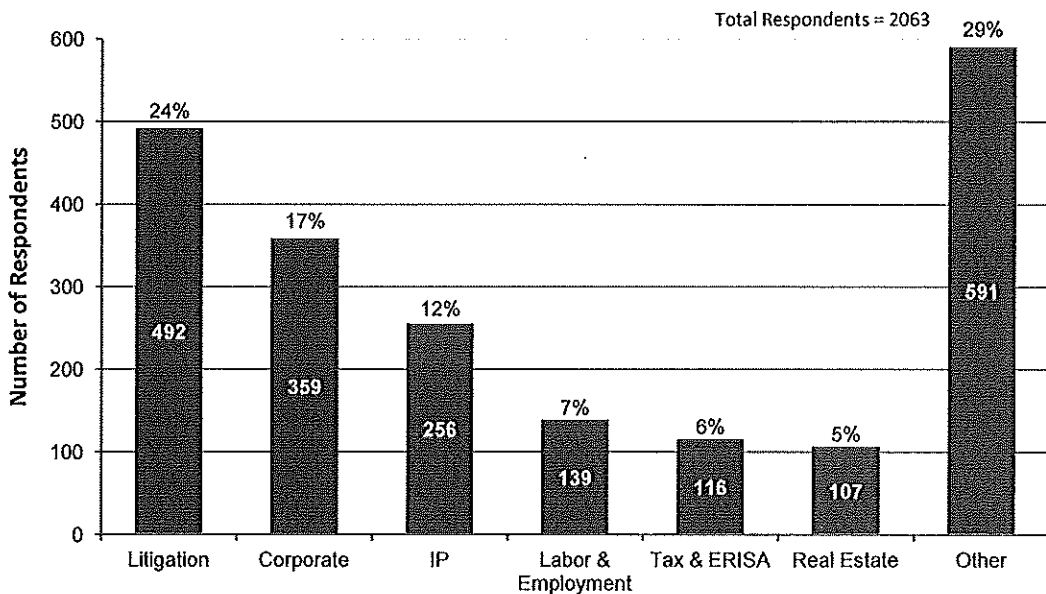
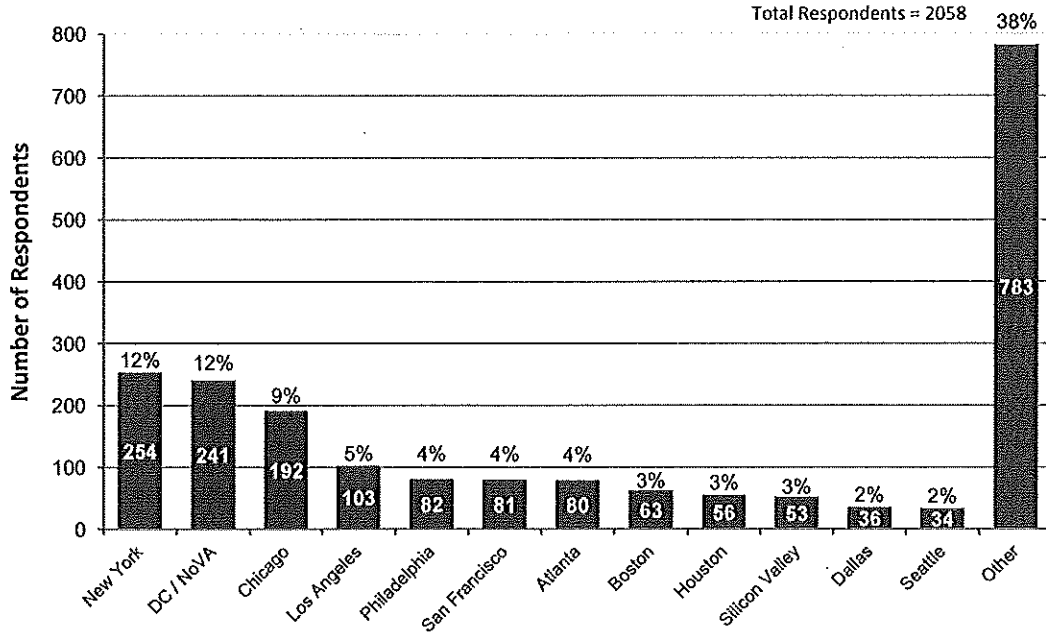


EXHIBIT 1

Respondents by City



Respondents by Lateral Status

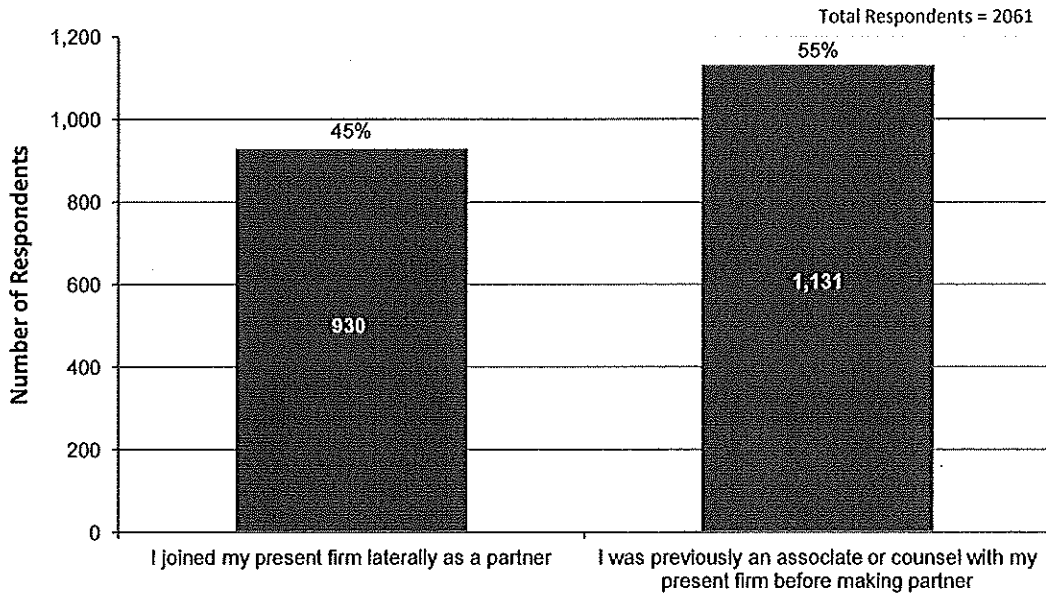
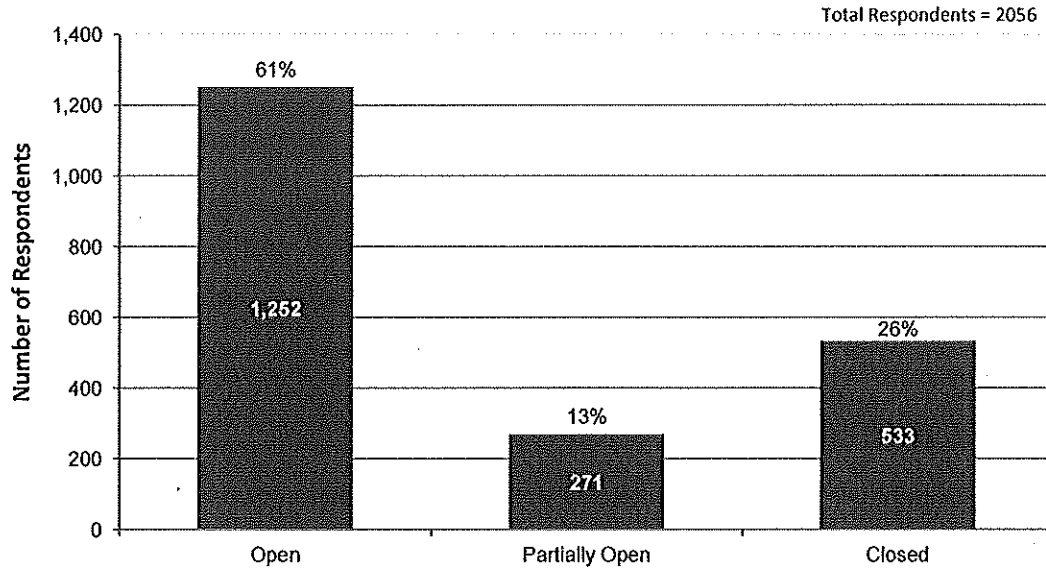


EXHIBIT 1

Respondents by Compensation Transparency



Total Compensation

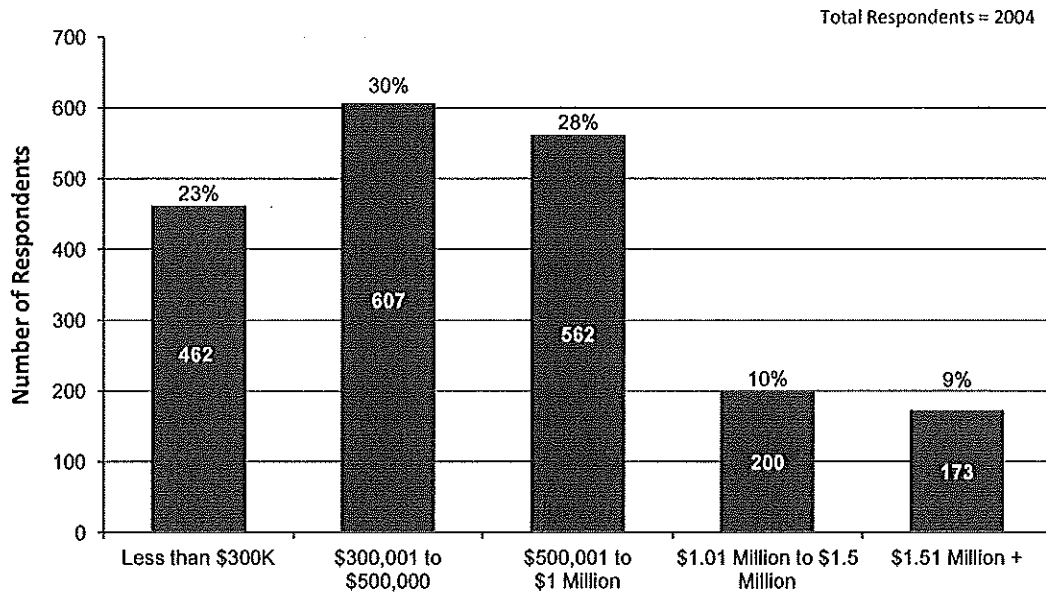
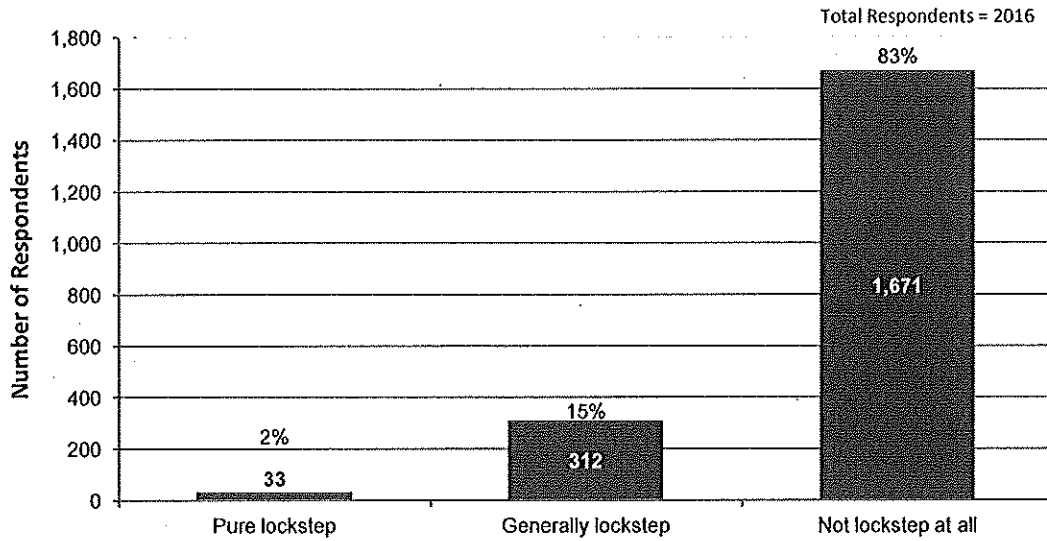


EXHIBIT 1

Respondents by Lockstep Type



Respondents by Firm Size

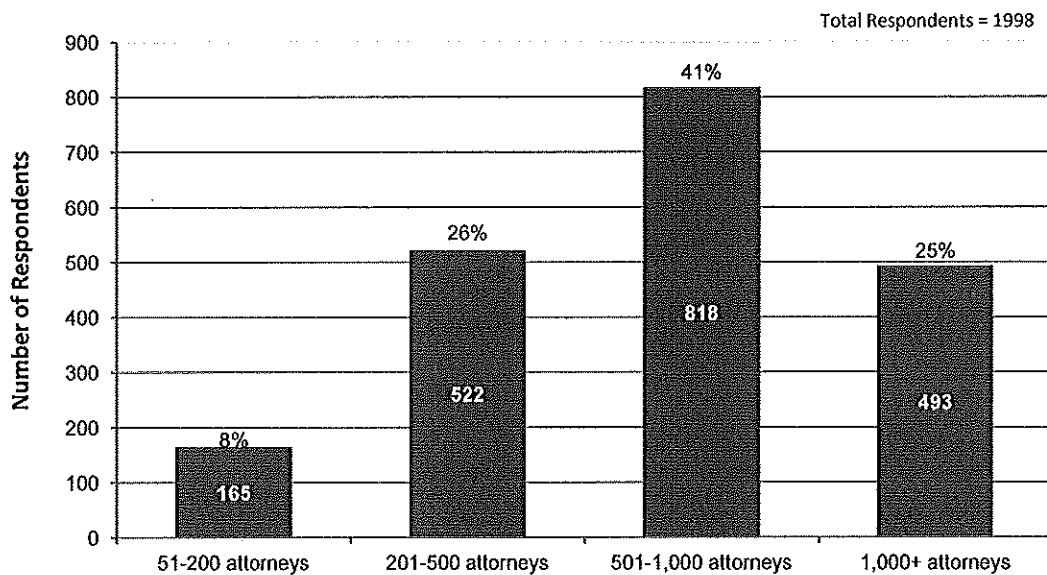


EXHIBIT 1

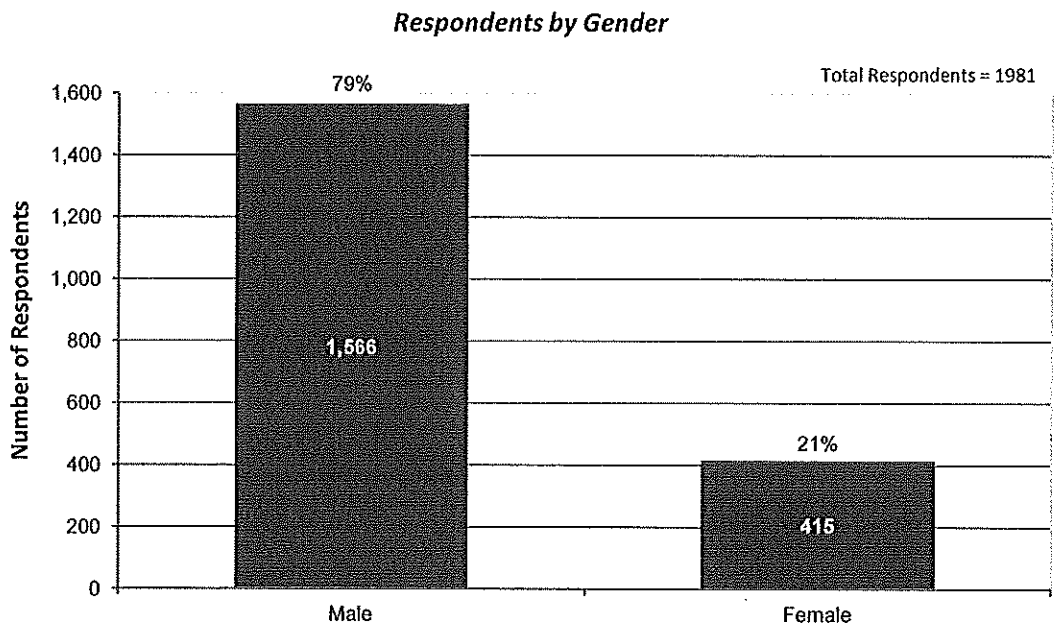
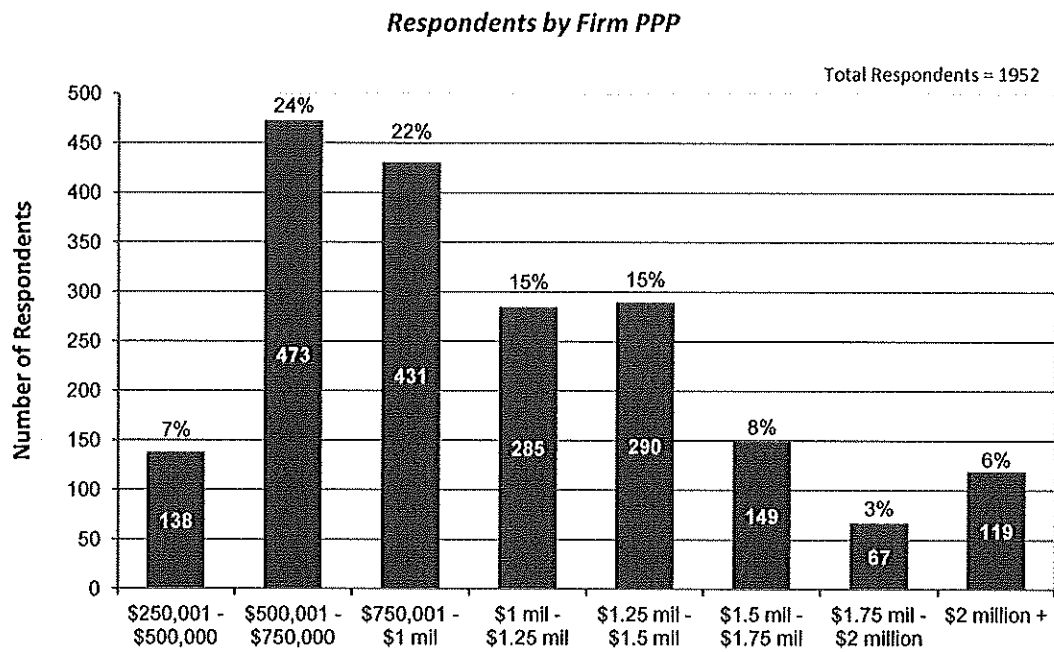


EXHIBIT 1

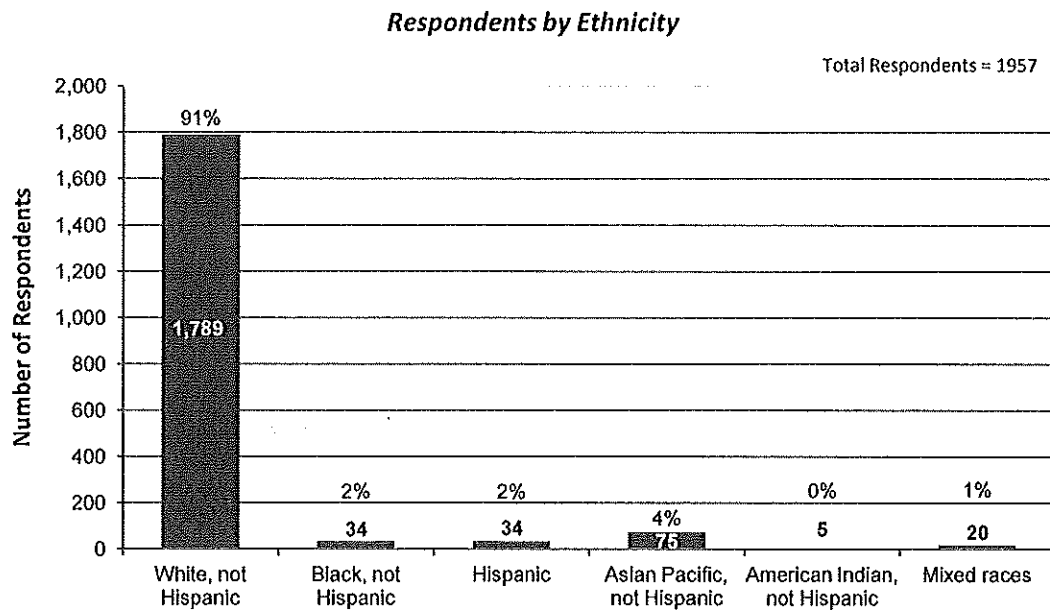


EXHIBIT 1

APPENDIX II—AVERAGE TOTAL COMPENSATION

Average Compensation, All Respondents = \$681,000

Partnership Tenure	2012	2010
1 to 5 years	\$ 399,000	\$399,000
6 to 10 years	\$ 633,000	\$564,000
11 to 20 years	\$ 790,000	\$760,000
More than 20 years	\$ 926,000	\$908,000

Lockstep Type	2012	2010
My firm is pure lockstep	\$1,219,000	\$ 758,000
Generally lockstep	\$ 563,000	\$ 534,000
My firm is not lockstep at all	\$ 694,000	\$ 657,000

Partnership Status	2012	2010
Equity Partner	\$ 896,000	\$811,000
Non-equity Partner	\$ 335,000	\$336,000

Firm Size	2012	2010
1-50 attorneys	n/a	\$ 388,000
51-200 attorneys	\$ 425,000	\$ 390,000
201-500 attorneys	\$ 544,000	\$ 581,000
501-1,000 attorneys	\$ 726,000	\$ 698,000
1,000+ attorneys	\$ 844,000	\$ 881,000

Practice Area	2012	2010
Corporale	\$ 847,000	\$759,000
IP	\$ 715,000	\$601,000
Tax & ERISA	\$ 662,000	\$641,000
Litigation	\$ 634,000	\$679,000
Real Estate	\$ 590,000	\$506,000
Labor & Employment	\$ 506,000	\$470,000
Other	\$ 668,000	\$616,000

Profits per Partner	2012	2010
\$250,001 - \$500,000	\$ 431,000	\$ 346,000
\$500,001 - \$750,000	\$ 432,000	\$ 526,000
\$750,001 - \$1 mil	\$ 589,000	\$ 656,000
\$1 mil - \$1.25 mil	\$ 755,000	\$ 906,000
\$1.25 mil - \$1.5 mil	\$ 923,000	\$1,143,000
\$1.5 mil - \$1.75 mil	\$ 973,000	\$1,060,000
\$1.75 mil - \$2 million	\$1,180,000	\$1,591,000
\$2 million +	\$1,820,000	\$1,606,000

City	2012	2010
Silicon Valley, CA	\$1,200,000	n/a
New York, NY	\$1,020,000	\$938,000
DC / NoVA	\$ 798,000	\$702,000
Houston, TX	\$ 791,000	\$704,000
Boston, MA	\$ 775,000	\$618,000
Dallas, TX	\$ 768,000	\$599,000
San Francisco, CA	\$ 723,000	\$667,000
Atlanta, GA	\$ 683,000	\$463,000
Los Angeles, CA	\$ 667,000	\$725,000
Chicago, IL	\$ 575,000	\$524,000
Seattle, WA	\$ 532,000	\$368,000
Philadelphia, PA	\$ 478,000	\$533,000

Gender	2012	2010
Male	\$ 734,000	\$ 675,000
Female	\$ 497,000	\$ 513,000

Compensation Transparency	2012	2010
Open	\$ 810,000	\$718,000
Partially open	\$ 515,000	\$513,000
Closed	\$ 465,000	\$495,000

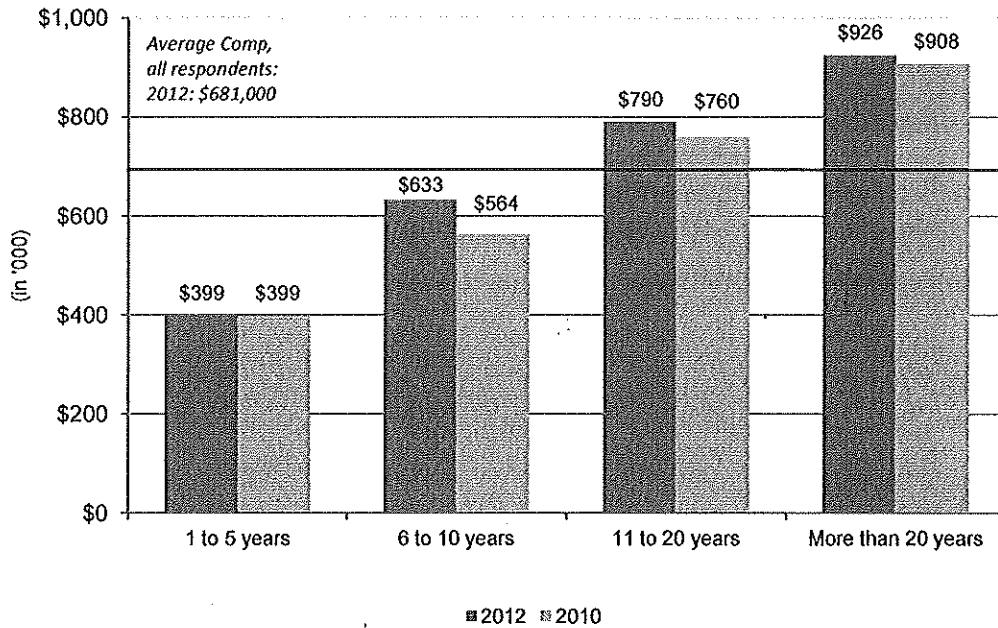
Ethnicity	2012	2010
White, not Hispanic	\$ 682,000	\$ 648,000
Black, not Hispanic	\$ 489,000	\$ 550,000
Hispanic	\$ 655,000	\$ 510,000
Asian Pacific, not Hispanic	\$ 712,000	\$ 514,000
American Indian, not Hispanic	\$ 860,000	\$ 425,000
Mixed races	\$ 670,000	\$ 542,000

EXHIBIT 1



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Average Compensation by Partnership Tenure



Average Compensation by Partnership Status

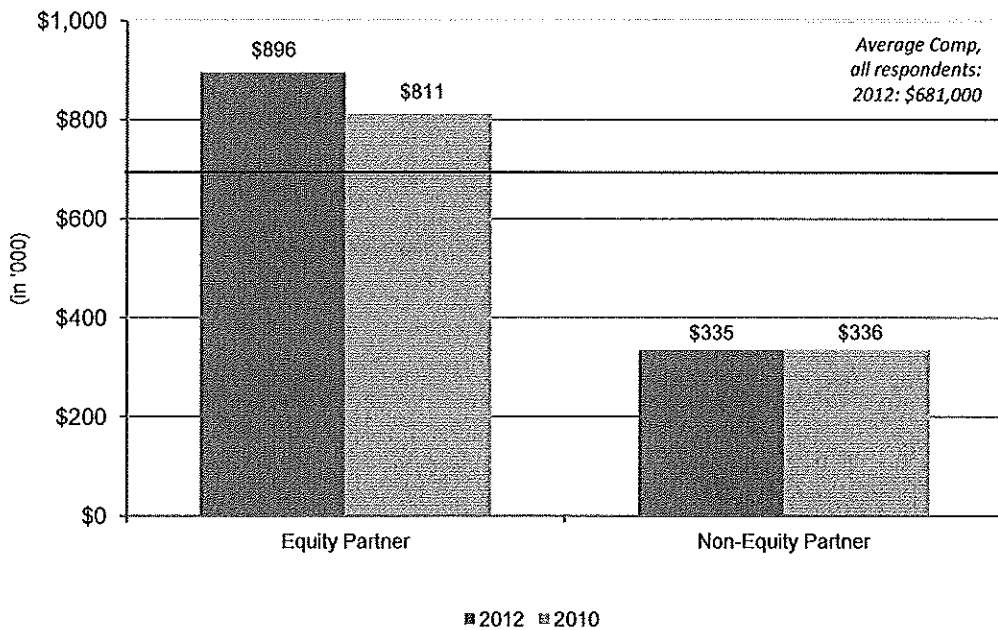
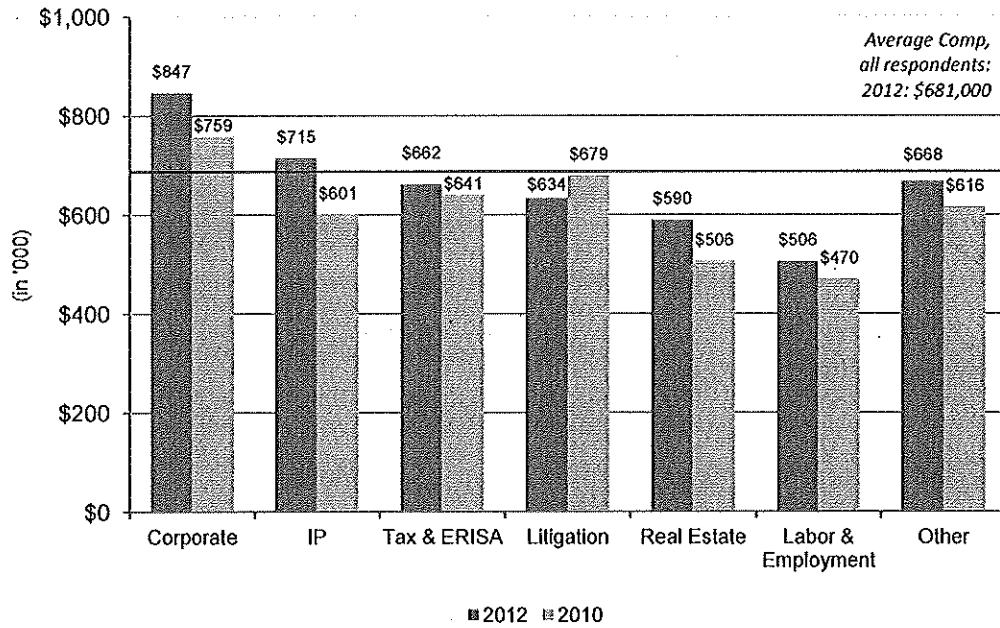


EXHIBIT 1

Average Compensation by Practice Area



Average Compensation by City

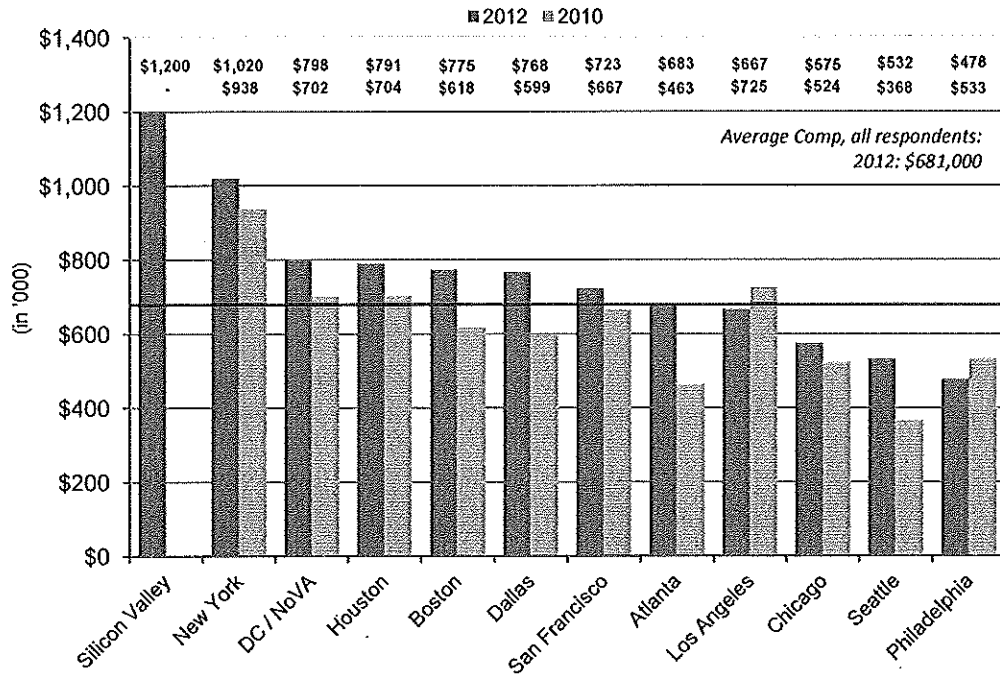
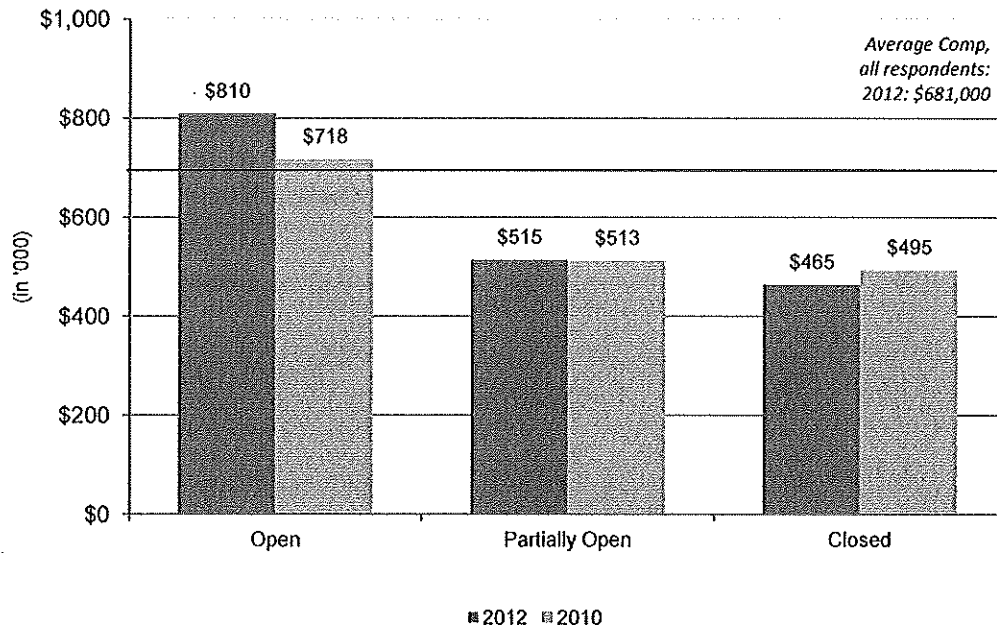


EXHIBIT 1

Average Compensation by Compensation Transparency



Average Compensation by Lockstep Type

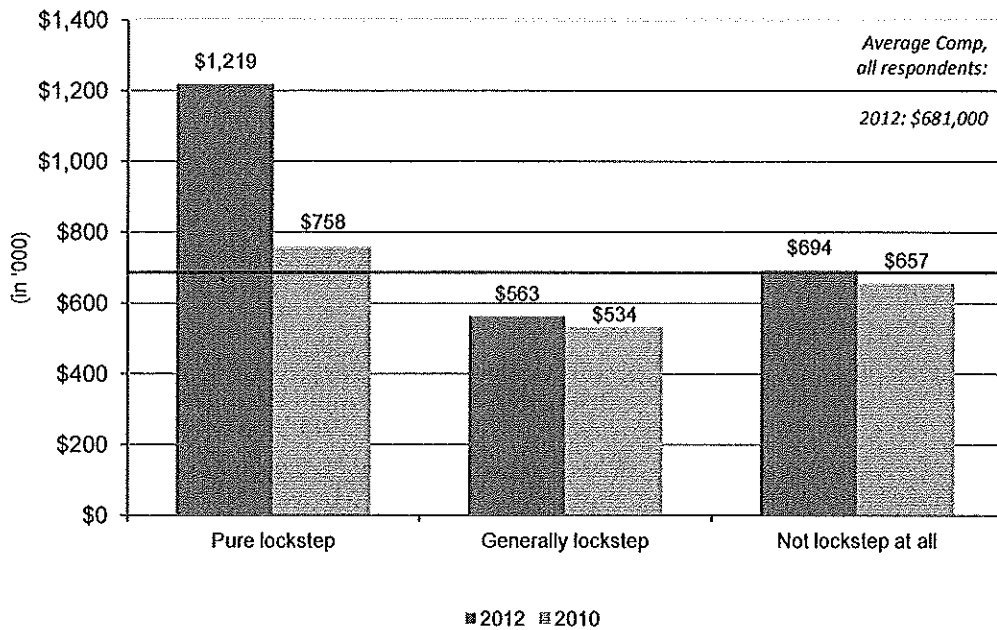
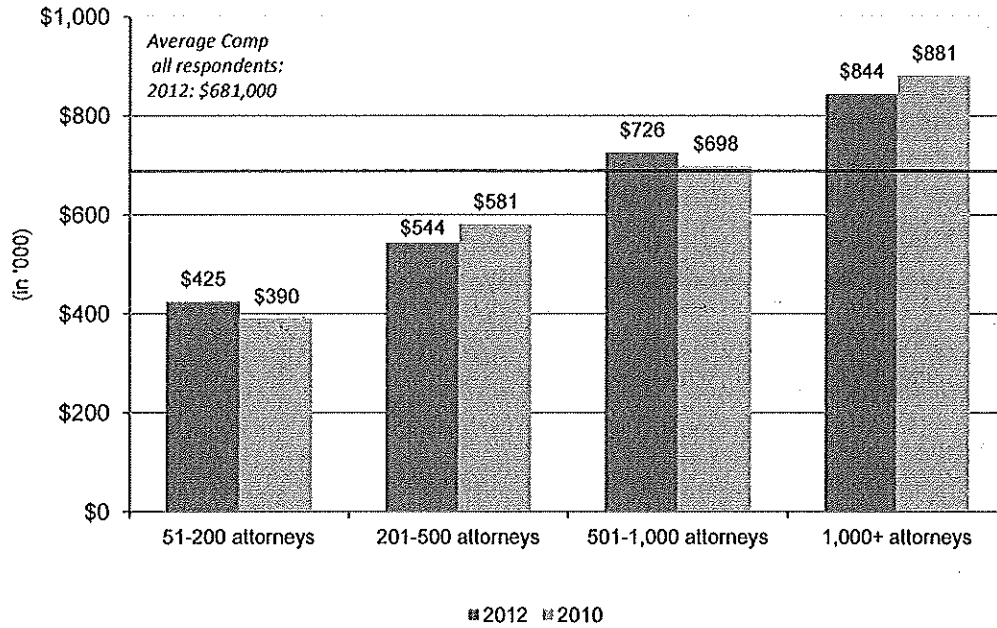


EXHIBIT 1

Average Compensation by Firm Size



Average Compensation by Firm PPP

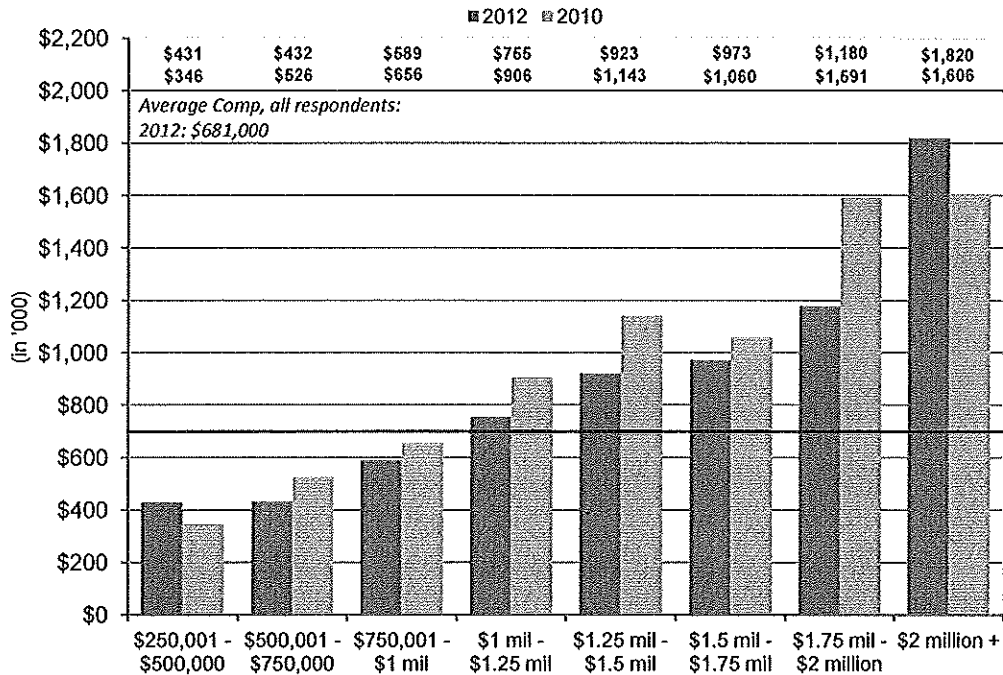
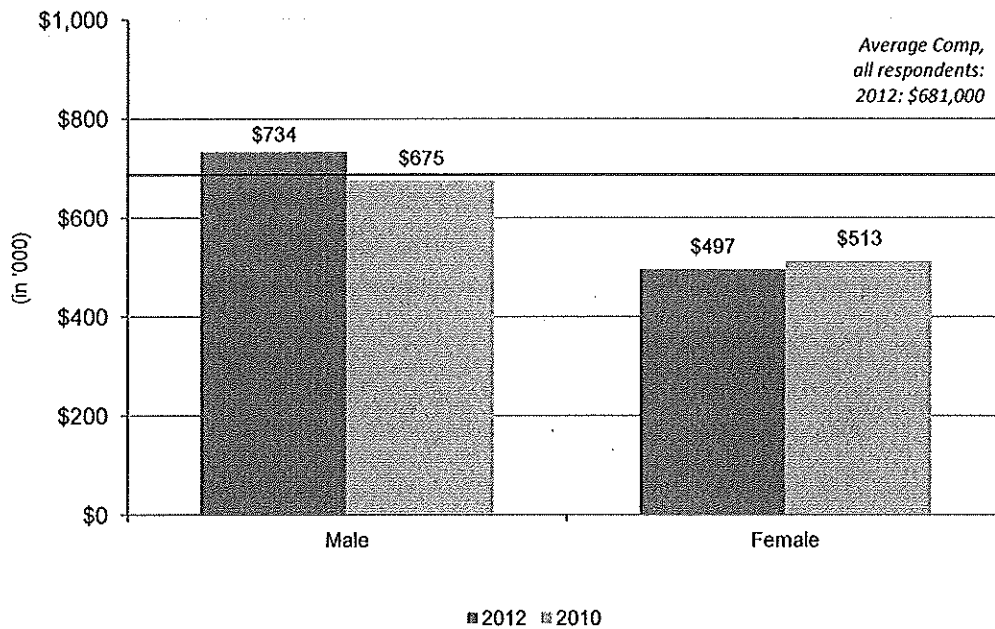


EXHIBIT 1

Average Compensation by Gender



Average Compensation by Ethnicity

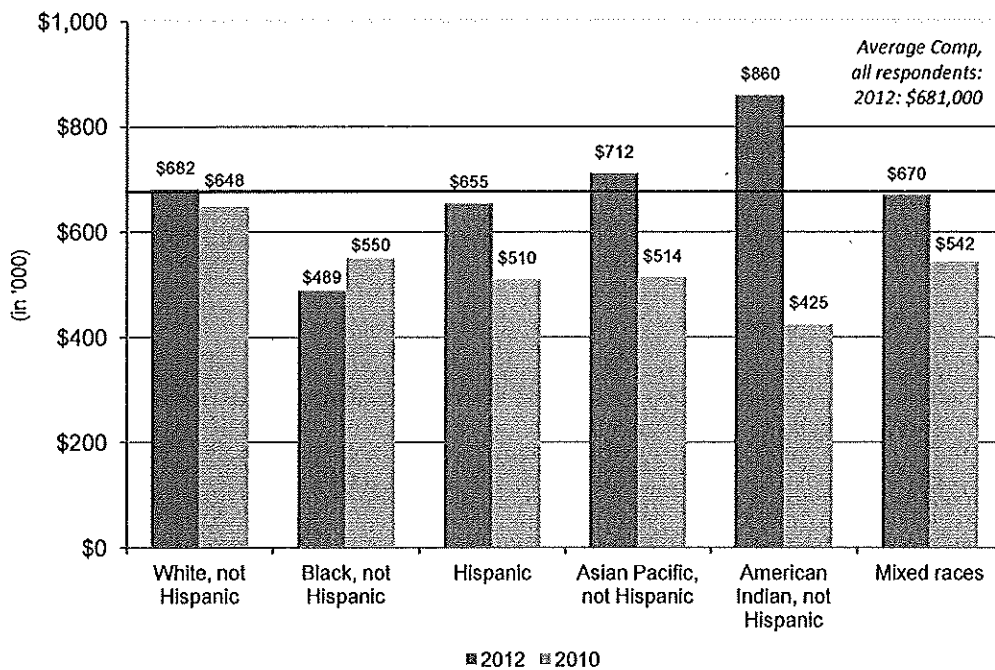


EXHIBIT 1

APPENDIX III—COMPENSATION CHANGE FOR LATERAL PARTNERS

Compensation Change (Total)	2012	2010
Increased	62%	57%
Decreased	9%	9%
Stayed the same	29%	34%

Compensation Change (Males)	2012	2010
Increased	62%	57%
Decreased	8%	8%
Stayed the same	30%	35%

Compensation Change (Females)	2012	2010
Increased	61%	56%
Decreased	14%	10%
Stayed the same	25%	34%

Increased (Total)	2012	2010
10% or less	19%	12%
11%-20%	31%	34%
21%-30%	19%	22%
31%-40%	11%	10%
41%-50%	4%	6%
51%+	17%	17%

Increased (Males)	2012	2010
10% or less	19%	10%
11%-20%	30%	36%
21%-30%	20%	22%
31%-40%	11%	9%
41%-50%	4%	6%
51%+	16%	17%

Increased (Females)	2012	2010
10% or less	20%	23%
11%-20%	35%	27%
21%-30%	16%	20%
31%-40%	9%	10%
41%-50%	3%	2%
51%+	17%	18%

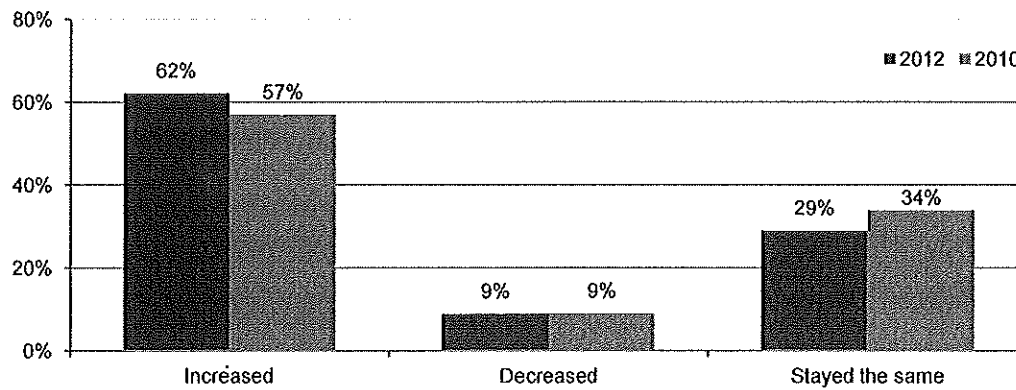
Decreased (Total)	2012	2010
10% or less	24%	20%
11%-20%	37%	31%
21%-30%	15%	16%
31%-40%	11%	15%
41%-50%	8%	17%
51%+	4%	11%

Decreased (Males)	2012	2010
10% or less	30%	20%
11%-20%	26%	33%
21%-30%	14%	16%
31%-40%	12%	16%
41%-50%	12%	8%
51%+	5%	6%

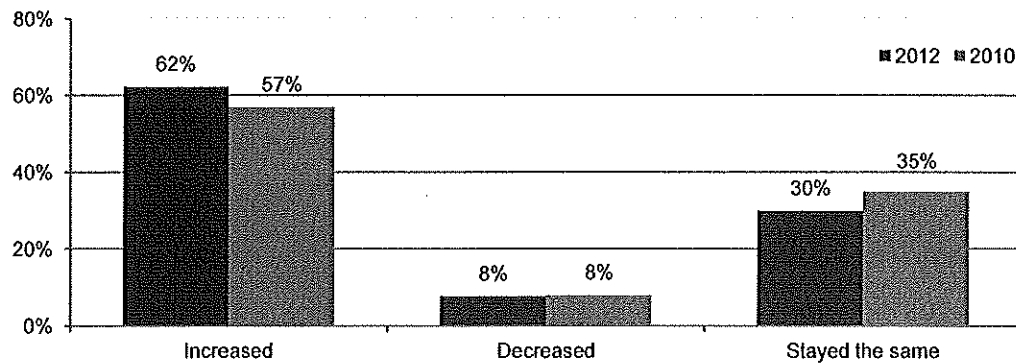
Decreased (Females)	2012	2010
10% or less	14%	27%
11%-20%	57%	27%
21%-30%	19%	13%
31%-40%	10%	13%
41%-50%		7%
51%+		13%

EXHIBIT 1

Compensation Change for Laterals (Total)



Compensation Change for Laterals (Males)



Compensation Change for Laterals (Females)

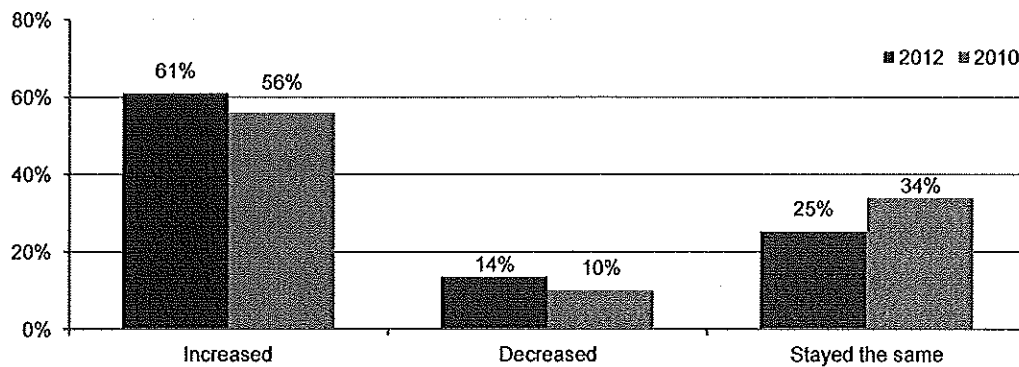
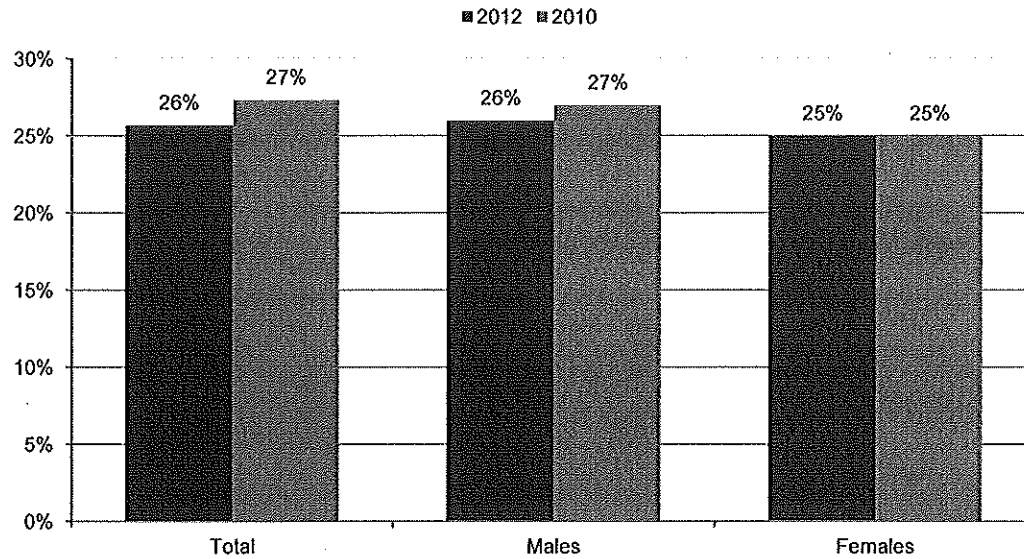


EXHIBIT 1

Average Percentage Compensation Increase for Laterals



Average Percentage Compensation Decrease for Laterals

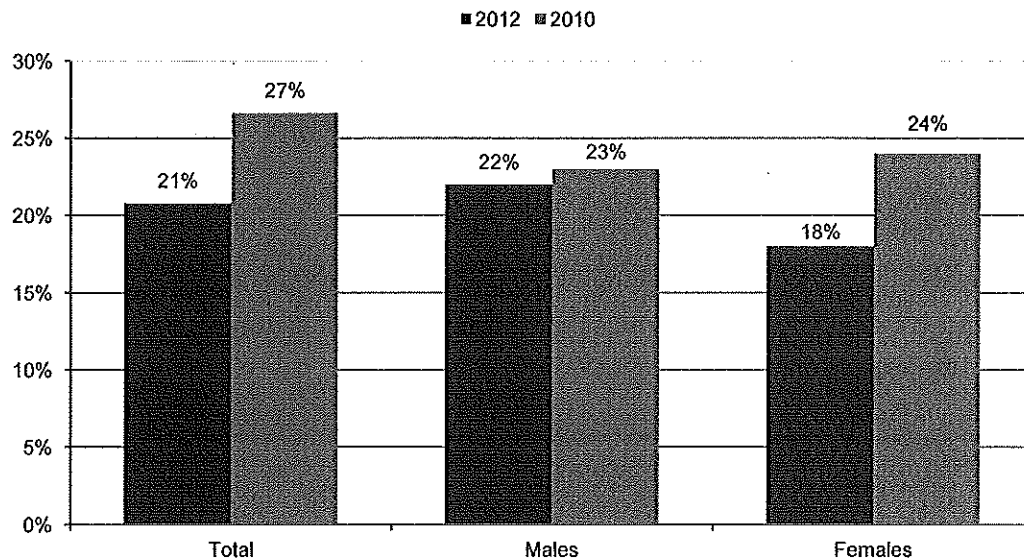


EXHIBIT 1

APPENDIX IV—AVERAGE TOTAL ORIGINATIONS

Average Originations, All Respondents = \$1,893,000

Partnership Tenure	2012	2010
1 to 5 years	\$ 984,000	\$ 819,000
6 to 10 years	\$ 1,660,000	\$ 1,578,000
11 to 20 years	\$ 2,320,000	\$ 2,252,000
More than 20 years	\$ 2,660,000	\$ 2,978,000

Partnership Status	2012	2010
Equity Partner	\$ 2,620,000	\$ 2,489,000
Non-equity Partner	\$ 712,000	\$ 704,000

Practice Area	2012	2010
Corporate	\$ 2,430,000	\$ 2,205,000
IP	\$ 2,130,000	\$ 1,482,000
Real Estate	\$ 1,720,000	\$ 1,105,000
Litigation	\$ 1,710,000	\$ 2,361,000
Labor & Employment	\$ 1,370,000	\$ 1,232,000
Tax & ERISA	\$ 929,000	\$ 1,054,000
Other	\$ 1,962,000	\$ 1,800,000

City	2012	2010
Silicon Valley, CA	\$ 3,720,000	n/a
New York, NY	\$ 2,890,000	\$ 2,714,000
Boston, MA	\$ 2,340,000	\$ 1,787,000
Dallas, TX	\$ 2,340,000	\$ 1,854,000
DC / NoVA	\$ 2,320,000	\$ 2,144,000
Atlanta, GA	\$ 2,290,000	\$ 1,180,000
San Francisco, CA	\$ 2,170,000	\$ 1,921,000
Houston, TX	\$ 2,150,000	\$ 2,240,000
Seattle, WA	\$ 1,620,000	\$ 1,053,000
Los Angeles, CA	\$ 1,400,000	\$ 2,060,000
Chicago, IL	\$ 1,200,000	\$ 1,270,000
Philadelphia, PA	\$ 1,180,000	\$ 1,328,000

Compensation Transparency	2012	2010
Open	\$ 2,360,000	\$ 2,121,000
Partially open	\$ 1,380,000	\$ 1,309,000
Closed	\$ 1,060,000	\$ 1,389,000

Lockstep Type	2012	2010
My firm is pure lockstep	\$ 3,300,000	\$ 1,868,000
Generally lockstep	\$ 1,560,000	\$ 1,197,000
My firm is not lockstep at all	\$ 1,940,000	\$ 1,962,000

Firm Size	2012	2010
51-200 attorneys	\$ 1,030,000	\$ 840,000
201-500 attorneys	\$ 1,390,000	\$ 1,526,000
501-1,000 attorneys	\$ 2,030,000	\$ 2,029,000
1,000+ attorneys	\$ 2,480,000	\$ 3,045,000

Profits per Partner	2012	2010
\$250,001 - \$500,000	\$ 1,100,000	\$ 834,000
\$500,001 - \$750,000	\$ 1,250,000	\$ 1,447,000
\$750,001 - \$1 mil	\$ 1,580,000	\$ 1,925,000
\$1 mil - \$1.25 mil	\$ 2,240,000	\$ 2,914,000
\$1.25 mil - \$1.5 mil	\$ 2,560,000	\$ 3,922,000
\$1.5 mil - \$1.75 mil	\$ 2,780,000	\$ 2,923,000
\$1.75 mil - \$2 million	\$ 4,490,000	\$ 5,065,000
\$2 million +	\$ 4,700,000	\$ 4,081,000

Gender	2012	2010
Male	\$ 2,030,000	\$ 1,998,000
Female	\$ 1,410,000	\$ 1,327,000

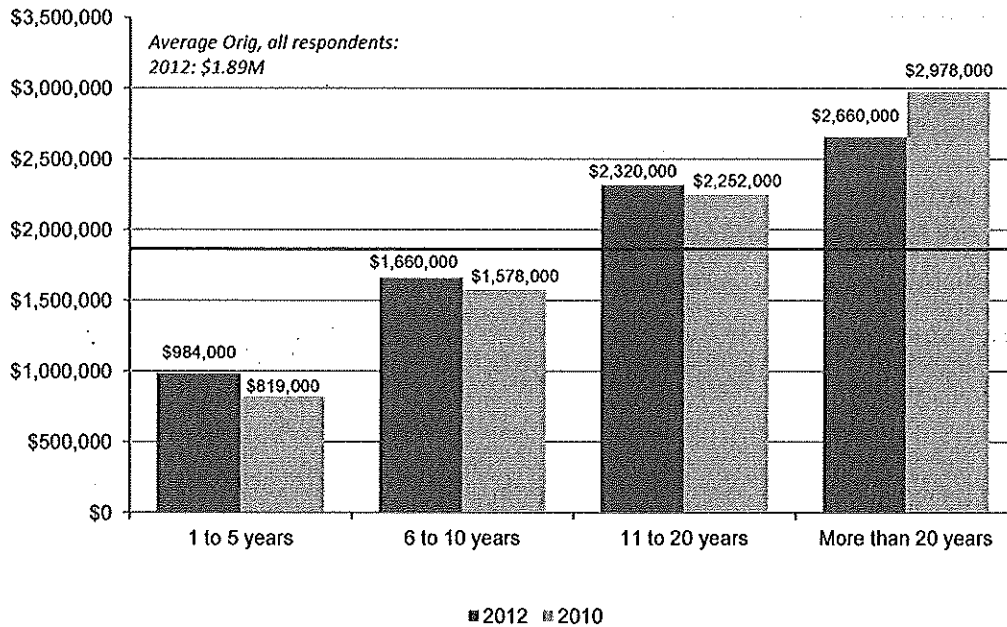
Ethnicity	2012	2010
White, not Hispanic	\$ 1,880,000	\$ 1,875,000
Black, not Hispanic	\$ 1,480,000	\$ 1,392,000
Hispanic	\$ 1,450,000	\$ 1,552,000
Asian Pacific, not Hispanic	\$ 2,240,000	\$ 1,263,000
American Indian, not Hispanic	\$ 2,130,000	\$ 850,000
Mixed races	\$ 2,240,000	\$ 1,159,000

EXHIBIT 1



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Average Originations by Partnership Tenure



Average Originations by Partnership Status

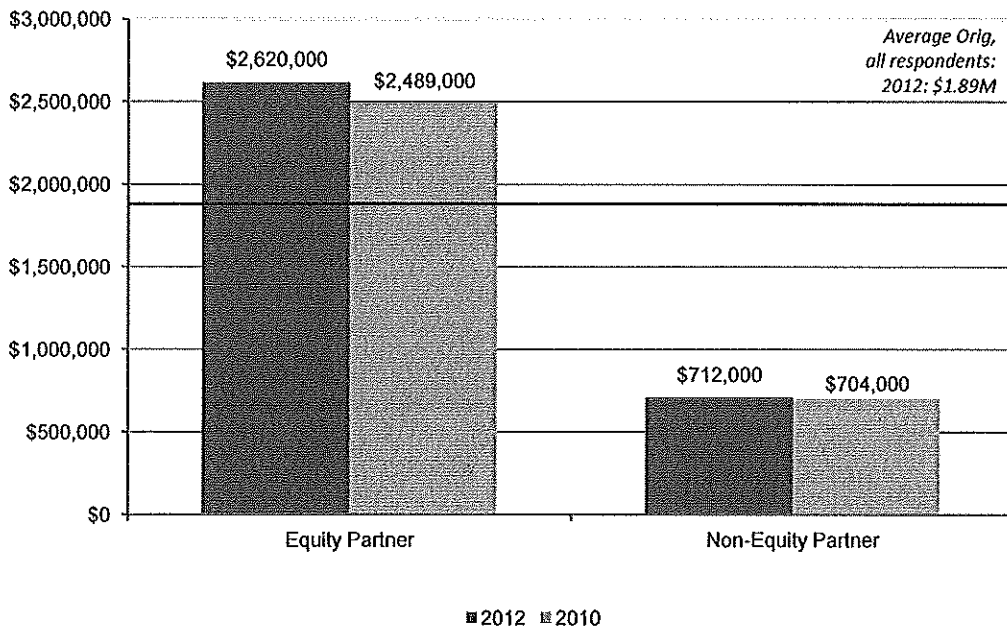
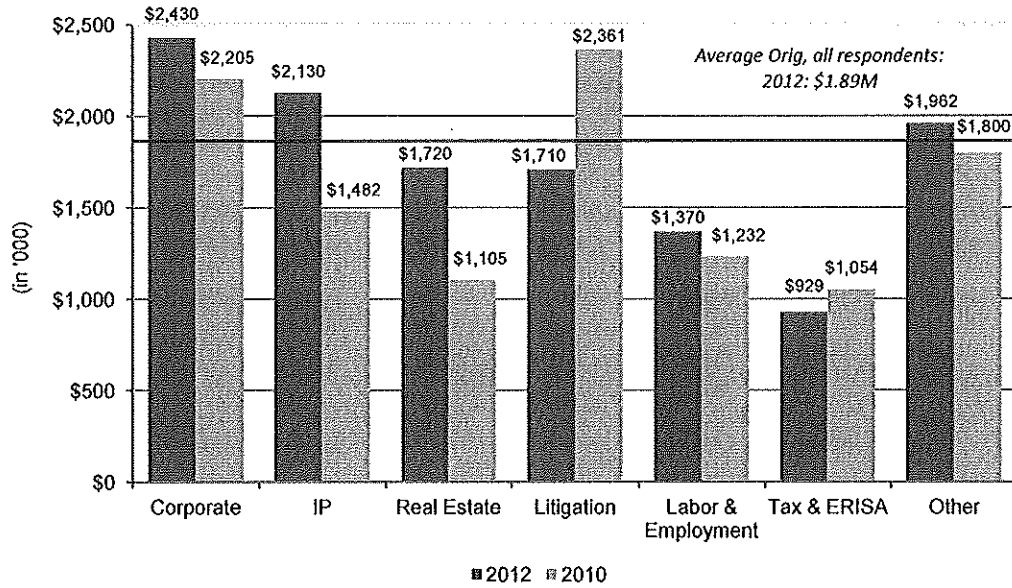


EXHIBIT 1

Average Originations by Practice Area



Average Originations by City

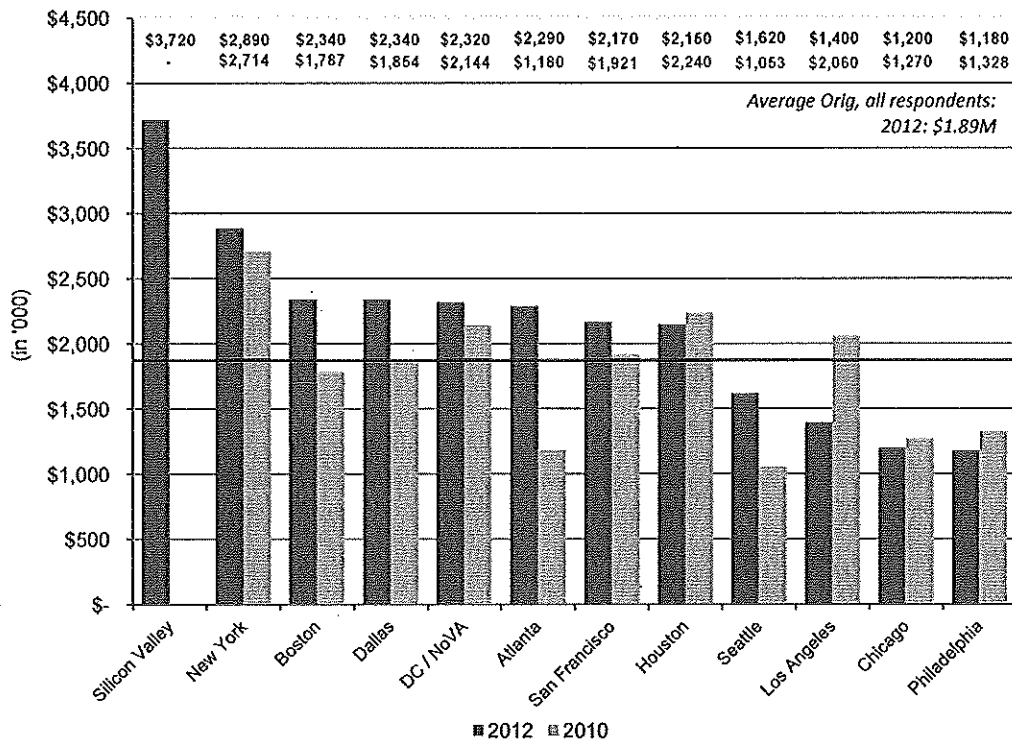
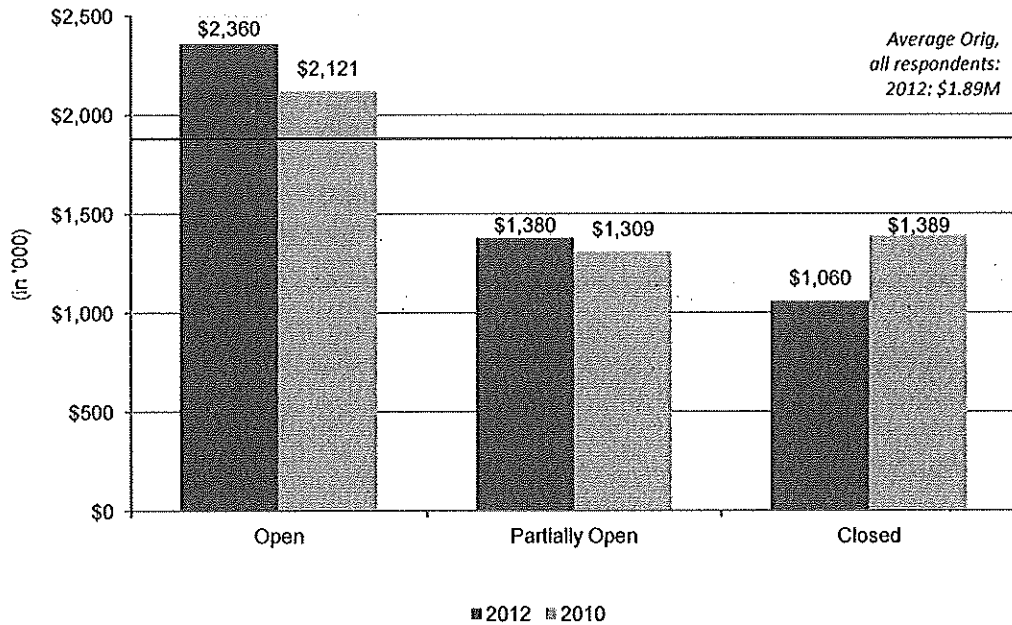
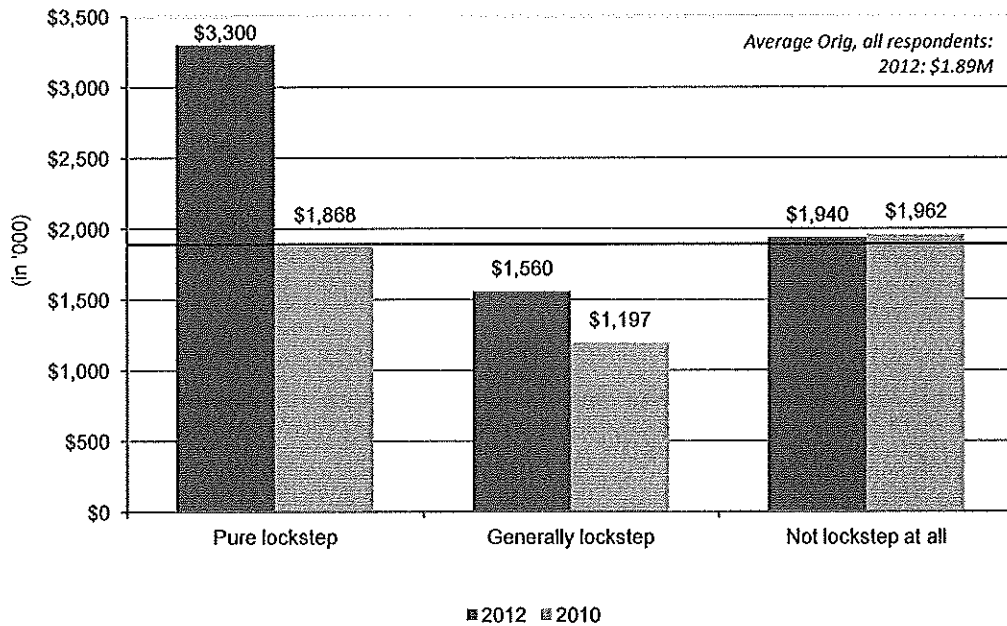


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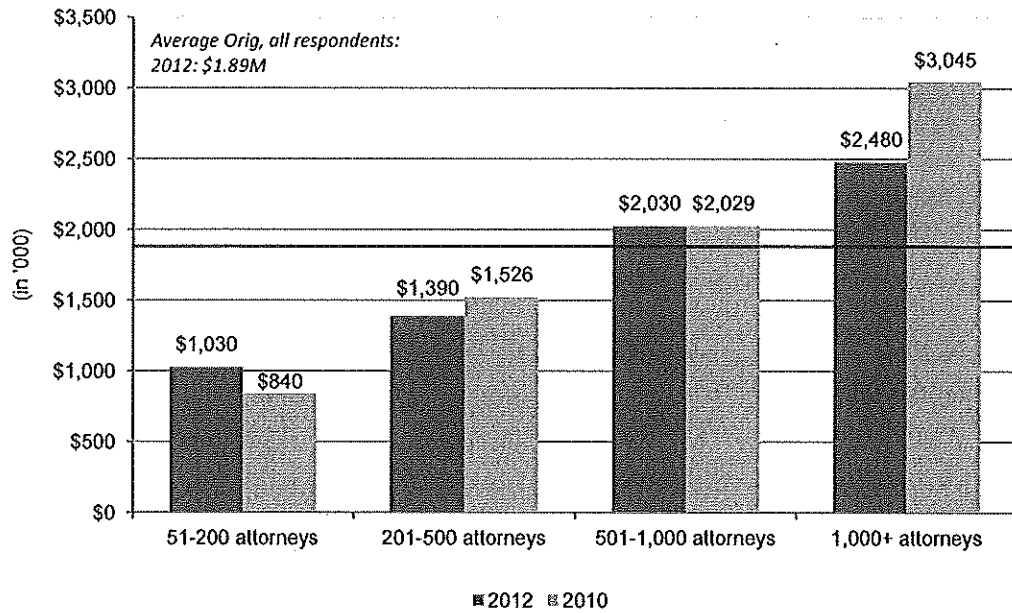
Average Originations by Compensation Transparency



Average Originations by Lockstep Type



Average Originations by Firm Size



Average Originations by Firm PPP

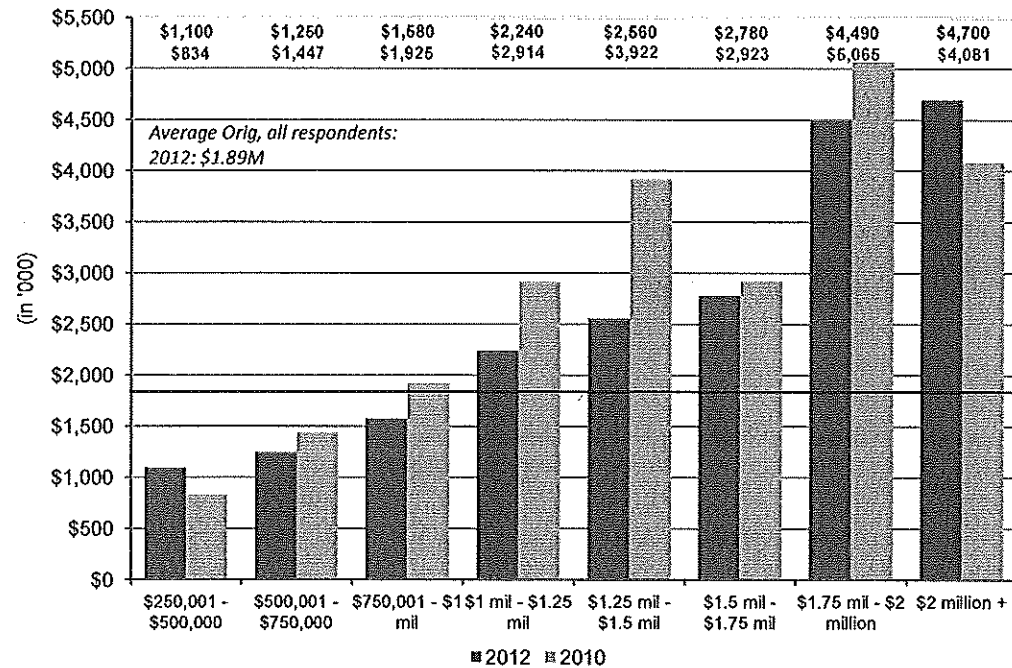
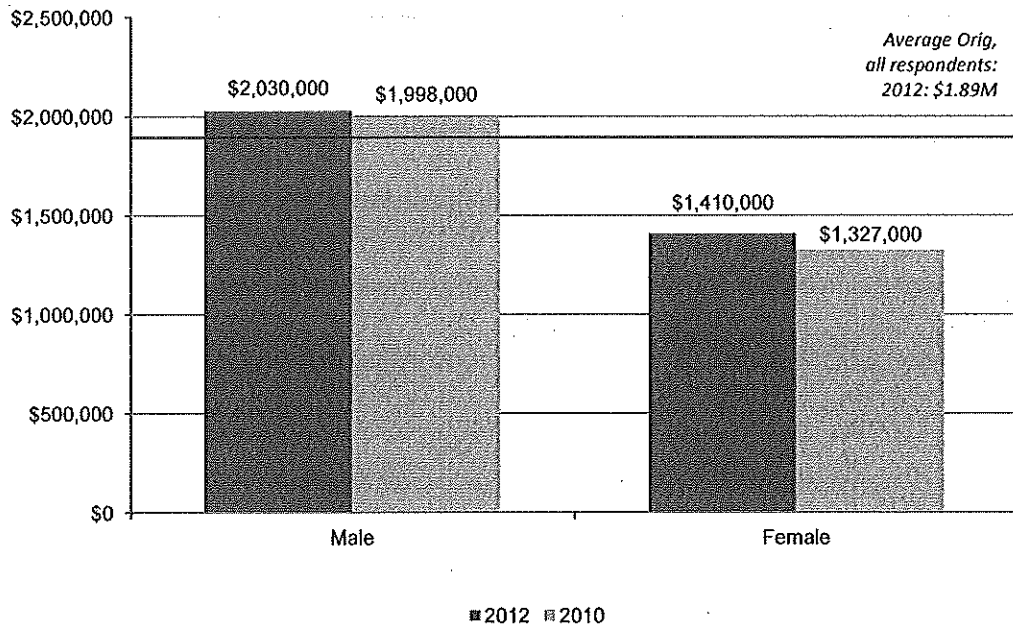


EXHIBIT 1

Average Originations by Gender



Average Originations by Ethnicity

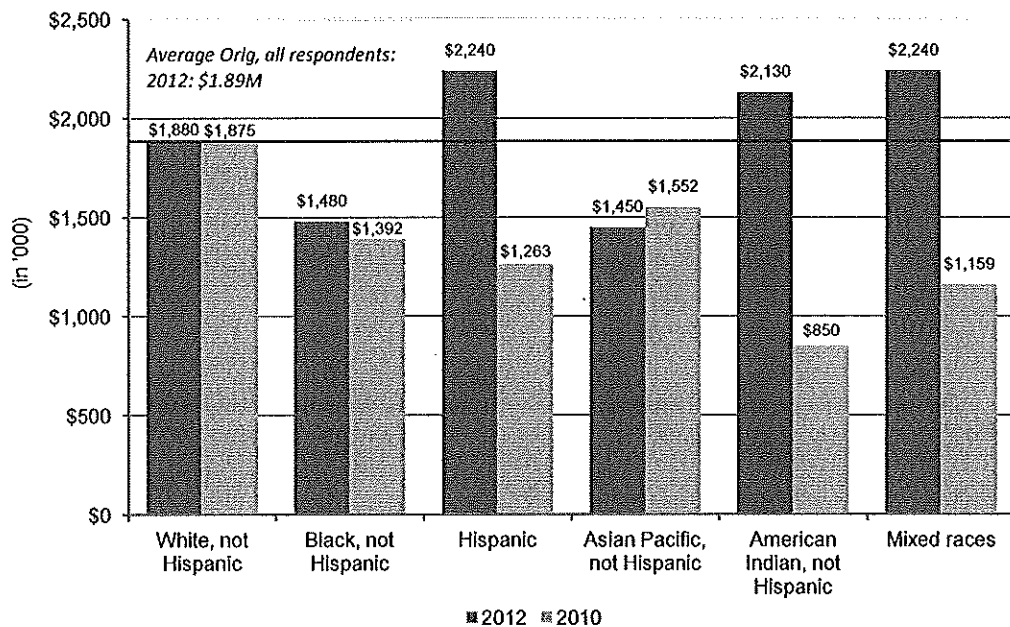


EXHIBIT 1



APPENDIX V—AVERAGE TOTAL WORKING ATTORNEY RECEIPTS

Average Working Attorney Receipts, All Respondents = \$1,070,000

Partnership Tenure	2012	2010
1 to 5 years	\$ 933,000	\$ 874,000
6 to 10 years	\$1,140,000	\$1,133,000
11 to 20 years	\$1,120,000	\$1,183,000
More than 20 years	\$1,130,000	\$1,316,000

Lockstep Type	2012	2010
My firm is pure lockstep	\$2,230,000	\$1,815,000
Generally lockstep	\$1,110,000	\$1,109,000
My firm is not lockstep at all	\$1,050,000	\$1,101,000

Partnership Status	2012	2010
Equity Partner	\$1,230,000	\$1,310,000
Non-equity Partner	\$ 834,000	\$ 771,000

Firm Size	2012	2010
51-200 attorneys	\$ 667,000	\$ 678,000
201-500 attorneys	\$ 835,000	\$1,016,000
501-1,000 attorneys	\$1,100,000	\$1,249,000
1,000+ attorneys	\$1,430,000	\$1,454,000

Practice Area	2012	2010
Corporate	\$1,260,000	\$1,221,000
IP	\$1,140,000	\$1,051,000
Real Estate	\$1,090,000	\$ 785,000
Tax & ERISA	\$ 968,000	\$ 981,000
Litigation	\$ 952,000	\$1,149,000
Labor & Employment	\$ 821,000	\$ 928,000
Other	\$1,120,000	\$1,185,000

Profits per Partner	2012	2010
\$250,001 - \$500,000	\$ 662,000	\$ 633,000
\$500,001 - \$750,000	\$ 765,000	\$ 946,000
\$750,001 - \$1 mil	\$ 997,000	\$1,175,000
\$1 mil - \$1.25 mil	\$1,140,000	\$1,613,000
\$1.25 mil - \$1.5 mil	\$1,510,000	\$1,587,000
\$1.5 mil - \$1.75 mil	\$1,720,000	\$2,010,000
\$1.75 mil - \$2 million	\$1,750,000	\$1,575,000
\$2 million +	\$2,220,000	\$2,611,000

City	2012	2010
New York, NY	\$1,550,000	\$1,727,000
Silicon Valley, CA	\$1,540,000	n/a
Boston, MA	\$1,380,000	\$1,159,000
San Francisco, CA	\$1,340,000	\$1,234,000
Washington, DC/NoVA	\$1,270,000	\$1,175,000
Atlanta, GA	\$1,130,000	\$ 788,000
Los Angeles, CA	\$1,120,000	\$1,284,000
Chicago, IL	\$1,070,000	\$ 962,000
Dallas, TX	\$ 962,000	\$ 885,000
Houston, TX	\$ 912,000	\$ 959,000
Philadelphia, PA	\$ 851,000	\$1,078,000
Seattle, WA	\$ 840,000	\$ 618,000

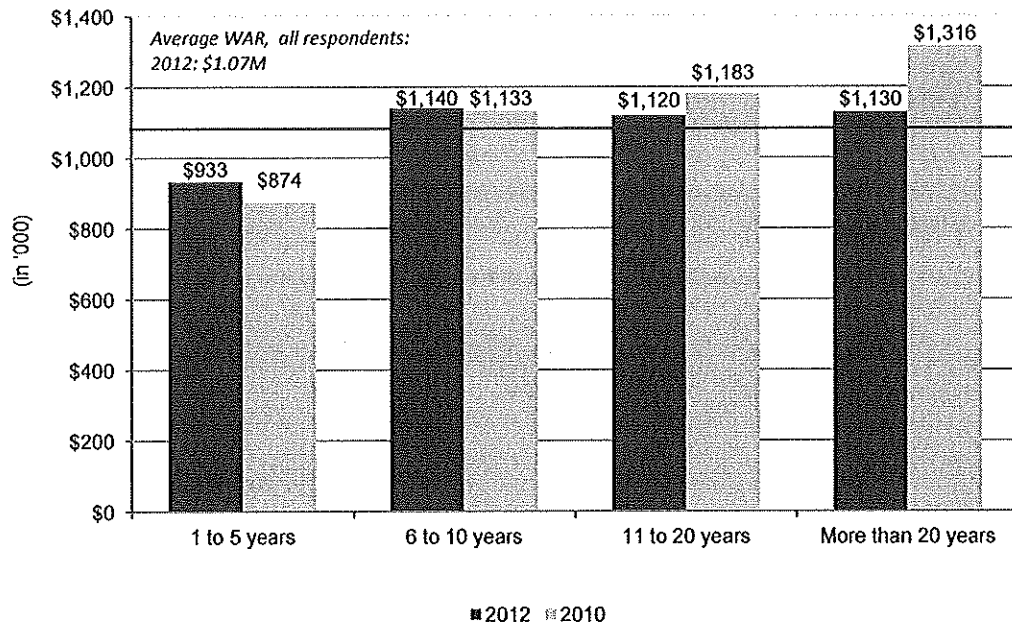
Gender	2012	2010
Male	\$1,120,000	\$1,115,000
Female	\$ 906,000	\$1,065,000

Ethnicity	2012	2010
White, not Hispanic	\$1,060,000	\$1,122,000
Black, not Hispanic	\$1,110,000	\$ 937,000
Hispanic	\$ 963,000	\$ 770,000
Asian Pacific, not Hispanic	\$1,290,000	\$1,053,000
American Indian, not Hispanic	\$1,390,000	\$1,000,000
Mixed races	\$1,240,000	\$1,014,000

Compensation Transparency	2012	2010
Open	\$1,140,000	\$1,212,000
Partially open	\$1,030,000	\$ 963,000
Closed	\$ 960,000	\$ 941,000

EXHIBIT 1

Average WAR by Partnership Tenure



Average WAR by Partnership Status

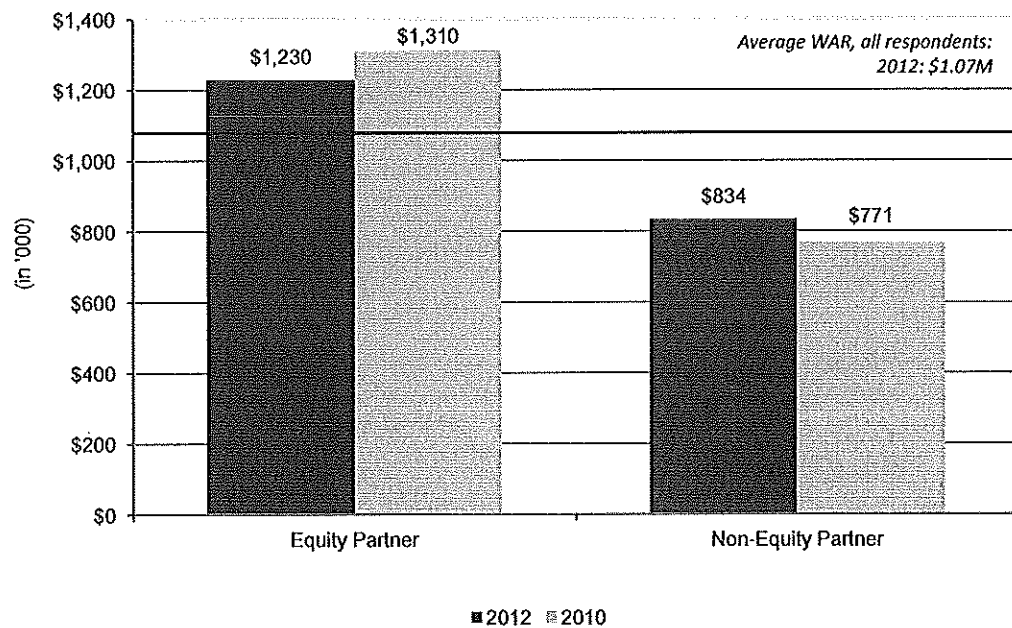
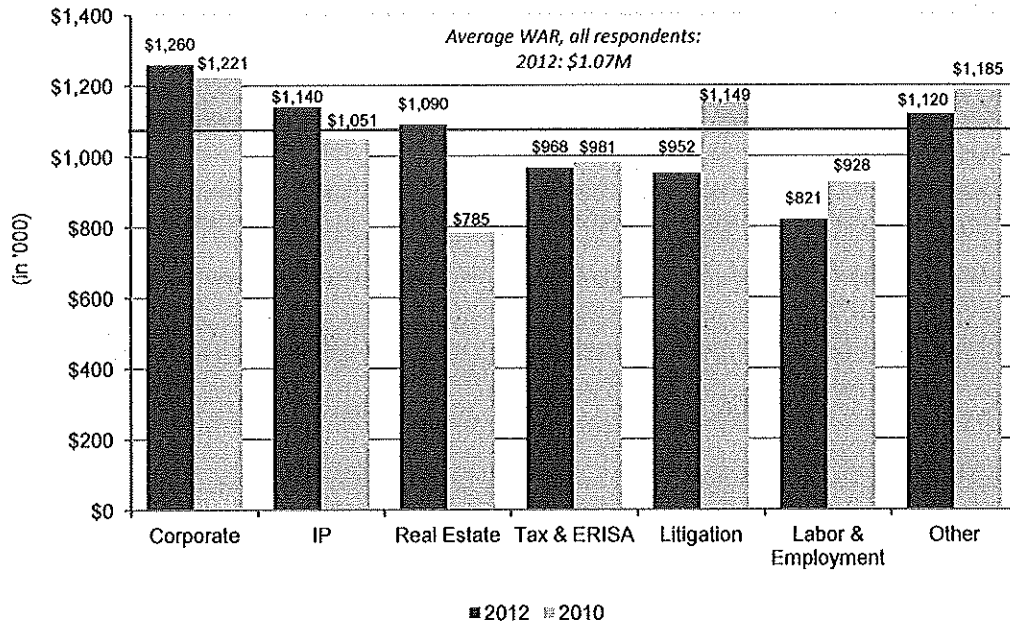


EXHIBIT 1

Average WAR by Practice Area



Average WAR by City

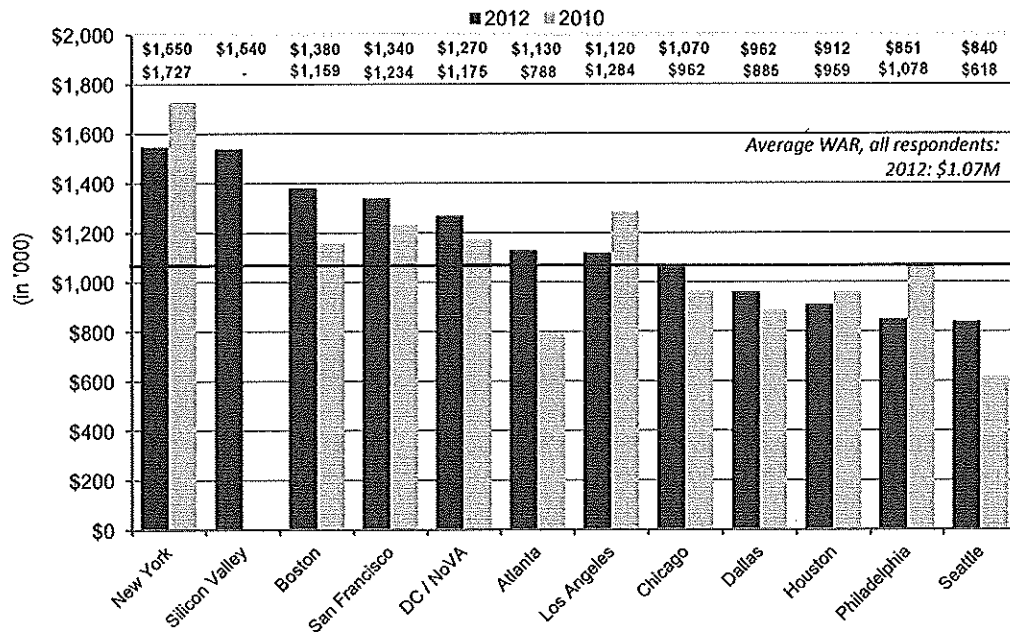
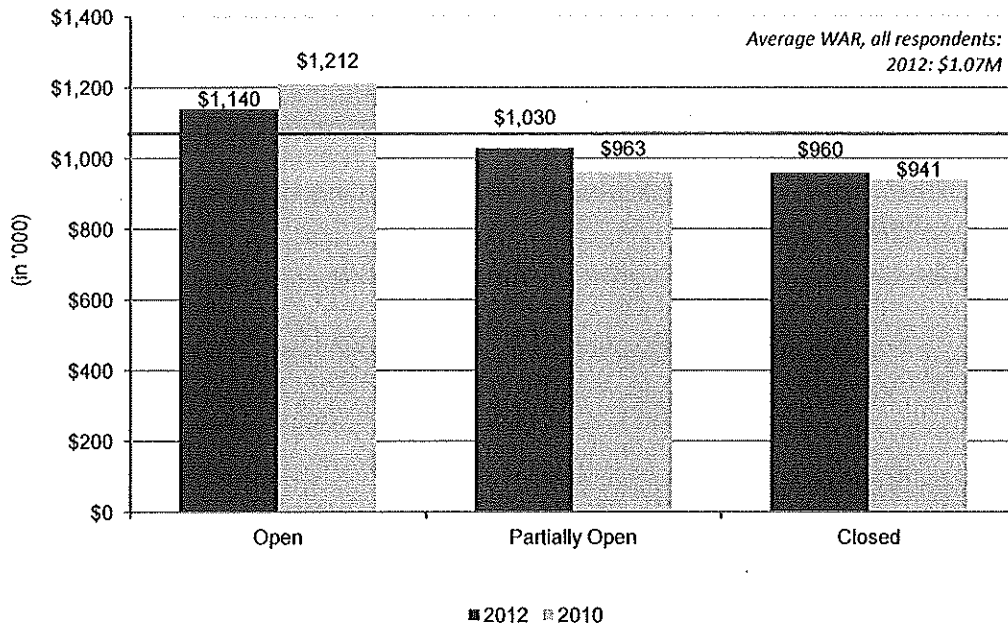


EXHIBIT 1

Average WAR by Compensation Transparency



Average WAR by Lockstep Type

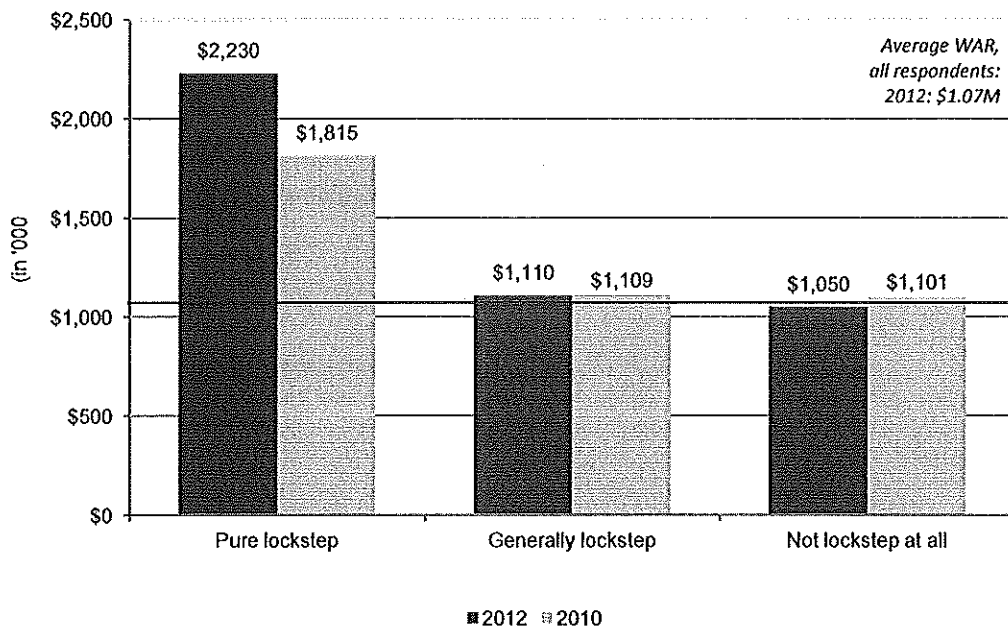
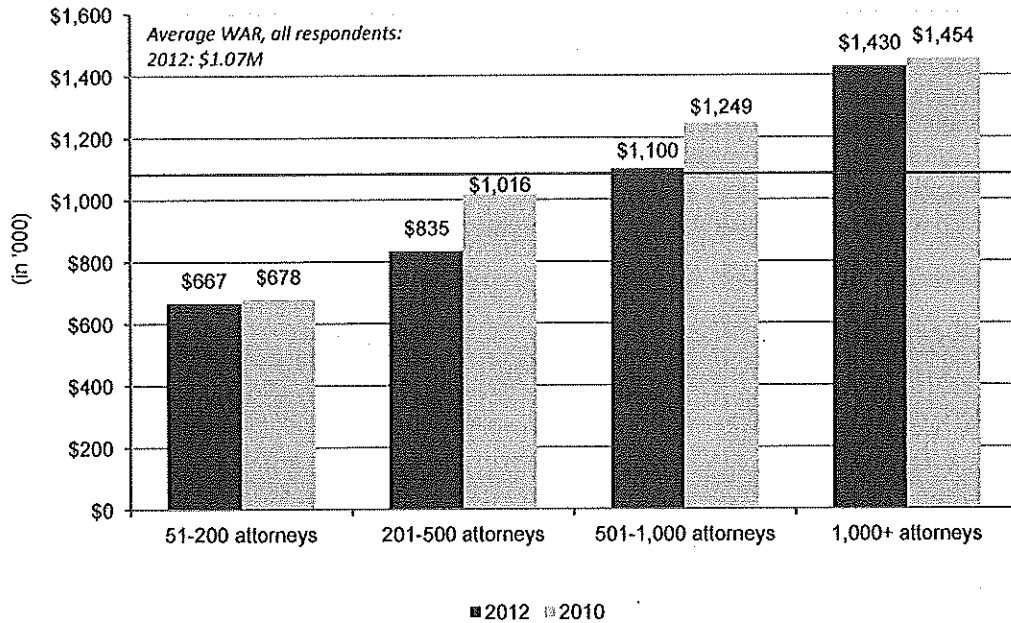


EXHIBIT 1

Average WAR by Firm Size



Average WAR by Firm PPP

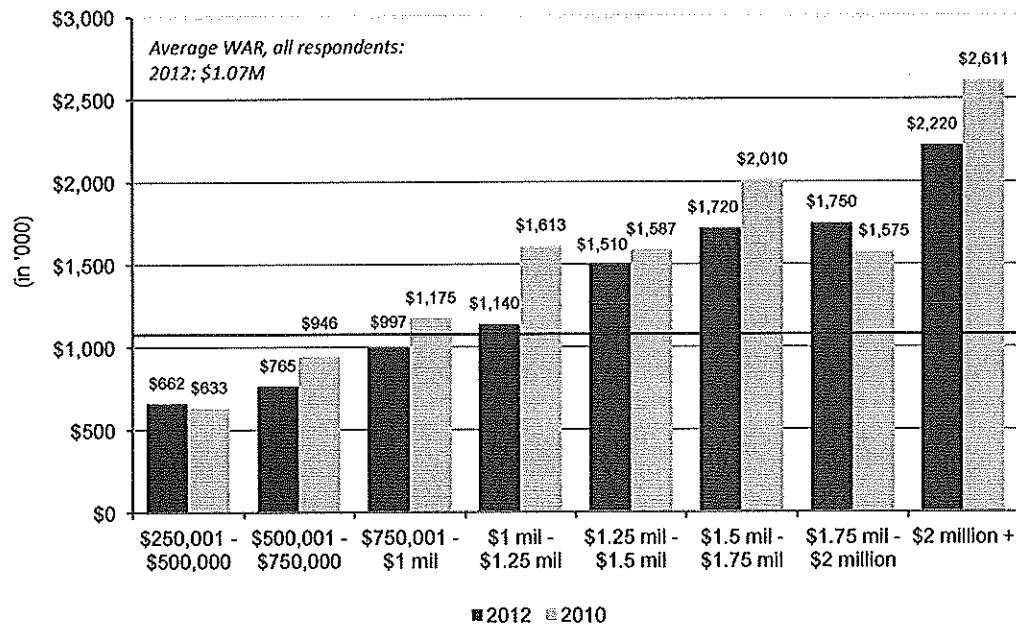
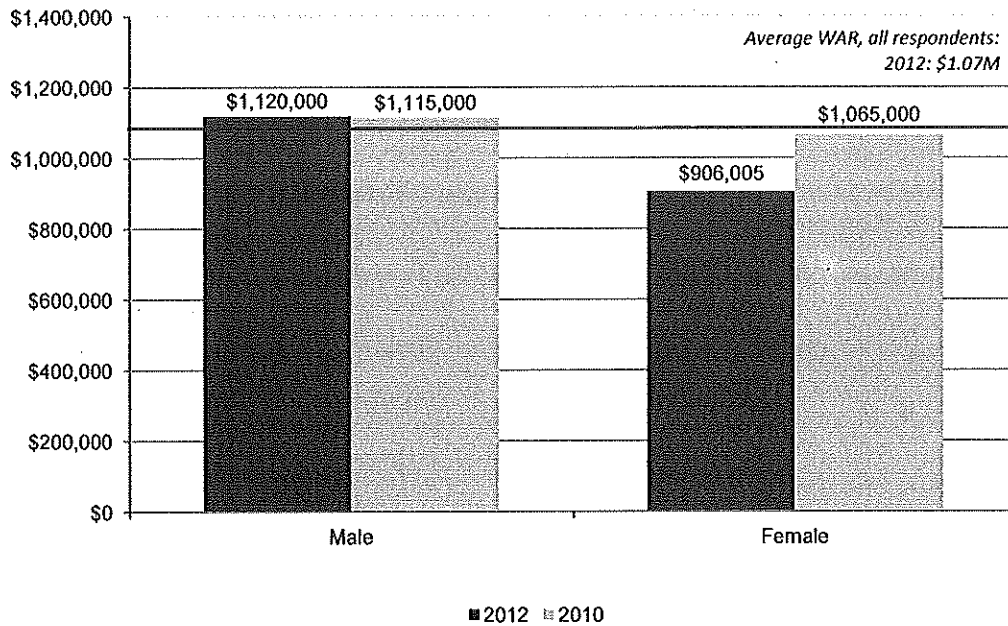


EXHIBIT 1

Average WAR by Gender



Average WAR by Ethnicity

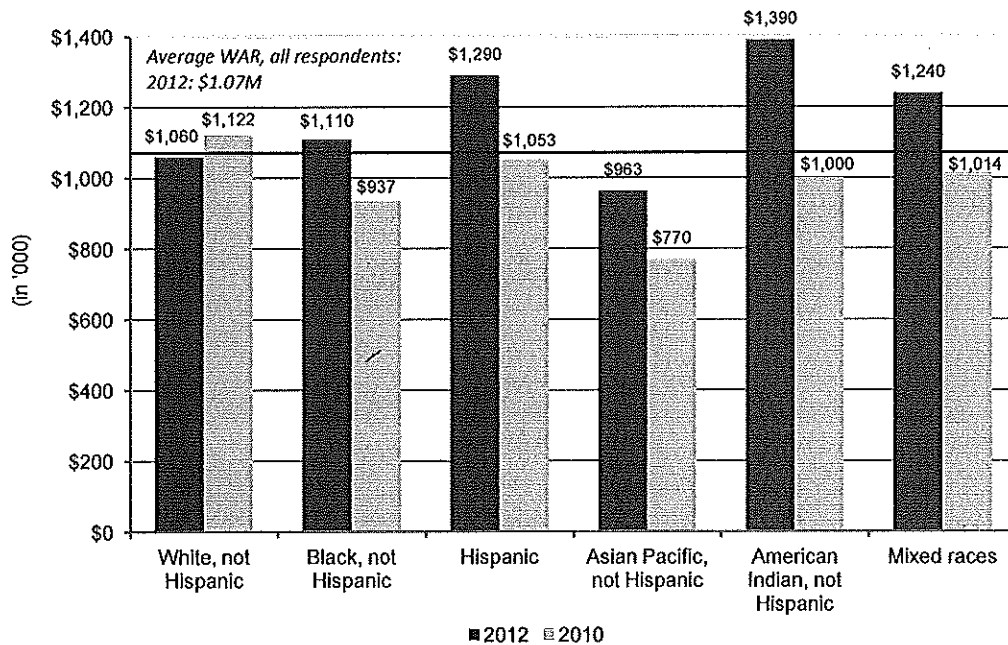


EXHIBIT 1

APPENDIX VI—AVERAGE BILLING RATES

Average Billing Rates, All Respondents: \$584

Partnership Tenure	2012	2010
1 to 5 years	\$510	\$498
6 to 10 years	\$582	\$531
11 to 20 years	\$602	\$578
More than 20 years	\$650	\$630

Partnership Status	2012	2010
Equity Partner	\$632	\$591
Non-equity Partner	\$506	\$491

Practice Area	2012	2010
Corporate	\$671	\$614
Tax & ERISA	\$629	\$615
IP	\$601	\$560
Real Estate	\$565	\$522
Litigation	\$537	\$541
Labor & Employment	\$473	\$462
Other	\$596	\$542

City	2012	2010
New York, NY	\$760	\$700
Silicon Valley, CA	\$732	n/a
Boston, MA	\$687	\$590
Washington, DC/NoVA	\$662	\$608
San Francisco, CA	\$622	\$597
Houston, TX	\$607	\$571
Dallas, TX	\$602	\$529
Chicago, IL	\$586	\$518
Los Angeles, CA	\$584	\$587
Atlanta, GA	\$560	\$458
Philadelphia, PA	\$511	\$516
Seattle, WA	\$490	\$420

Compensation Transparency	2012	2010
Open	\$610	\$574
Partially open	\$563	\$536
Closed	\$536	\$510

Lockstep Type	2012	2010
My firm is pure lockstep	\$814	\$607
Generally lockstep	\$555	\$543
My firm is not lockstep at all	\$585	\$557

Firm Size	2012	2010
51-200 attorneys	\$442	\$436
201-500 attorneys	\$495	\$519
501-1,000 attorneys	\$604	\$605
1,000+ attorneys	\$695	\$666

Profits per Partner	2012	2010
\$250,001 - \$500,000	\$432	\$419
\$500,001 - \$750,000	\$464	\$512
\$750,001 - \$1 mil	\$590	\$608
\$1 mil - \$1.25 mil	\$655	\$675
\$1.25 mil - \$1.5 mil	\$704	\$709
\$1.5 mil - \$1.75 mil	\$772	\$740
\$1.75 mil - \$2 million	\$764	\$837
\$2 million +	\$883	\$797

Gender	2012	2010
Male	\$598	\$564
Female	\$533	\$523

Ethnicity	2012	2010
White, not Hispanic	\$580	\$557
Black, not Hispanic	\$531	\$543
Hispanic	\$563	\$518
Asian Pacific, not Hispanic	\$651	\$532
American Indian, not Hispanic	\$778	\$613
Mixed races	\$650	\$532

EXHIBIT 1